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NATIONAL TRUST Tasmania

ABN 98 258 180 740

STATE HEADQUARTERS
Public Buildings
Cnr St John & Cameron Streets
Launceston TAS 7250
PO Box 443
Kings Meadows TAS 7249
Email: admin@nationaltrusttas.org.au
Web: www.nationaltrust.org.au
Tel: 03 6344 6233

31st October 2017

Willi Hodgman
Premier of Tasmania
Minister for Heritage
Level 11, 15 Murray Street
HOBART TAS 7000

Dear Minister

Following the National Trust of Australia (Tasmania) Annual General Meeting on Sunday 29th October 2017, the newly formed Board met in an official capacity to discuss, amongst other important governance issues, the National Trust's representation on the Tasmanian Heritage Council.

This position, currently being held by former National Trust Board Member, Amanda Roberts, is up for renewal.

The Board of the National Trust of Australia (Tasmania) unanimously agreed, and would be grateful if you would consider approving, current National Trust Board Member, Mr Philip Mussared as the Trust representative on the Tasmanian Heritage Council for the next three year term.

The Board of the National Trust of Australia (Tasmania) is strongly of the view that Mr Philip Mussared best represents the values of the Board and National Trust Members.

I have included Philip's CV for your reference.

Yours sincerely

Matt Smithies
Managing Director
National Trust of Australia (Tasmania)

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**NATIONAL
TRUST**
Tasmania

15th November 2017

Will Hodgman
Minister for Heritage

Via Email

Dear Minister Hodgman

Following the National Trusts of Australia (Tasmania) Annual General Meeting I would like to advise of the results of the three new Member appointed Board Members of the National Trust Tasmania Board.

Professor Hamish Maxwell-Stewart
Mr Nicholas Heyward
Mr Warwick Oakman

The appointments were made in accordance with the National Trust Act and Rules. For the purposes of dispatching, receiving and counting of ballots, I engaged Solicitors Rae and Partners as the Returning Officer and Judicator of the election process.

In accordance with the Act, a Board Meeting was held following the AGM to elect the positions of Chair, Deputy Chair, Chair of the Audit and Risk Committee and Committee Members.

National Trust Tasmania Chair : Mr Nicholas Heyward
National Trust Tasmania Deputy Chair : Mr Warwick Oakman
Audit and Risk Committee Chair: Mr Phillip Mussared
Audit and Risk Committee : Ms Louise Wilson, Mr Warwick Oakman

With best regards

Matt Smithies
Managing Director
National Trust of Australia (Tasmania)

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MIN 17/38 530

From: Gilbertson, Rowena (DPaC)
Sent: Monday, 20 November 2017 11:41 AM
To: Invitations, Premier (DPaC)
Subject: FW: National Trust Board

Importance: High

For processing please.

From: Matthew Smithies [mailto:matthew.smithies@nationaltrusttas.org.au]
Sent: Monday, 20 November 2017 10:25 AM
To: Gilbertson, Rowena (DPaC) <Rowena.Gilbertson@dpac.tas.gov.au>
Subject: RE: National Trust Board
Importance: High

Good morning Rowena

Hope all is well with you.

I have been working on a Reconciliation Plan with Dr Louise Zarmati from UTAS and Patsy Cameron which is shaping up to be a very exciting program.

The Plan has pulled together a partnership with the National Trust, UTAS and the newly formed Reconciliation Commission of Tasmania.

Louise and I would very much appreciate 15 minutes with the Minister to quickly brief him on the project as it is a 'good news story'.

With regards

Matt

Matthew Smithies
Managing Director
National Trust of Australia (Tasmania)

From: Woods-Joyce, Ella (DPaC) [mailto:Ella.Woods-Joyce@dpac.tas.gov.au]
Sent: Tuesday, 3 October 2017 12:11 PM
To: Matthew Smithies
Cc: Gilbertson, Rowena (DPaC)
Subject: RE: National Trust Board

Hi Matthew

Pleased to hear it, thank you for the update.

I will certainly pass onto the Premier and, your new adviser, Rowena (copied), as I have recently moved into Minister Archer's office.

Rowena will be taking management of the Heritage portfolio now, but I won't be far away and we'll do a handover period too.

Thanks again,

Ella

From: Matthew Smithies [<mailto:matthew.smithies@nationaltrusttas.org.au>]
Sent: Tuesday, 3 October 2017 10:08 AM
To: Woods-Joyce, Ella (DPaC) <Ella.Woods-Joyce@dpac.tas.gov.au>
Subject: National Trust Board
Importance: High

Good morning Ella

There have been two National Trust Board meetings and one Audit and Risk Committee meeting which has included the Government appointed Board members Philip Mussared, Beth Mathison and Louise Wilson.

I am not sure if it is correct protocol but I just wanted to let you know that they were exceptional meetings. The National Trust is in fantastic hands and staff and myself are extremely optimistic and excited about the opportunities ahead.

Staff and myself recognise we have a highly professional and experienced Board that will be tough but fair. The Board has quickly recognised the issues we have as an organisation and I am very much looking forward to addressing issues under the direction of the Board in a strategic and planned manner.

On a personal level I feel very privileged to have Philip Mussared on the Board. His clear thinking, directness and integrity is extraordinary. I have asked Philip if he would mentor me which I am thrilled he has agreed to.

Ella, I don't know if it is appropriate, but if you could let the Minister know that we are most grateful for the opportunity he has provided both the National Trust and the team with these appointments.

Very exciting days of hard work and fantastic outcomes ahead!

Best regards

 Matt

Matthew Smithies | Managing Director



Runnymede | Clarendon | The Tench | Franklin House | Home Hill | Oak Lodge | The Old Umbrella Shop | Penghana | Mt Lyell Mine Managers Office | Latrobe Court House Museum | The Australian Fly Fishing Museum | The Tasmanian Heritage Festival | Heritage Advocacy | Heritage Tourism | Heritage Conservation Appeals Program | Education Programs | Venue Hire | Member Programs | Heritage Volunteering

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Matthew Smithies | Managing Director



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Heritage Festival | Heritage Advocacy | Heritage Tourism | Heritage Conservation Appeals Program | Education
Programs | Venue Hire | Member Programs | Heritage Volunteering

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MIN17/39655



**NATIONAL
TRUST**
Tasmania

1st December 2017

Michele Percey
Executive Assistant to the Hon Will Hodgman MP
Office of the Premier, the Hon Will Hodgman MP
Minister for Heritage
Level 11
15 Murray Street
HOBART TAS 7000

Dear Michele

Re: Heritage Festival 2018

Given that there is a forthcoming election, we fully appreciate that it is difficult to lock in obligations regarding the launch of the Tasmanian Heritage Festival in May 2018. With this in mind we have approached the National Trust of Australia (Tasmania) Patron, Her Excellency Professor the Honourable Kate Warner AC, who has agreed to officially launch the Heritage Festival. There will be an opportunity for Ministers and other government officials to speak at the launch.

Given the circumstances, I'm sure you will appreciate that due to the timelines involved in organising the Heritage Festival schedule and marketing, this pathway is the most appropriate course of action.

Please do not hesitate to contact me should you have any questions or concerns.

Yours sincerely

Matthew Smithies
Managing Director

ASN 98 258 180 740

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MIN 17/40614



PREMIER OF TASMANIA

Mr Matt Smithies
Managing Director
National Trust (Tasmania)
PO Box 443
LAUNCESTON TAS 7250

11 DEC 2017

Dear Mr Smithies

Thank you for advising me of the Board of the National Trust's decision to nominate Mr Philip Mussared as its proposed representative to the Tasmanian Heritage Council.

A copy of your letter has been passed onto Mr Pete Smith, Director, Heritage Tasmania to progress this nomination.

Yours sincerely

Will Hodgman MP
Premier

Copy: Mr Pete Smith, Director, Heritage Tasmania

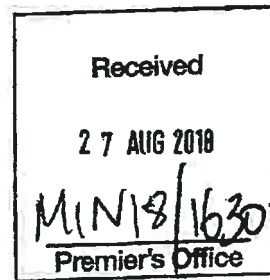
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MIN 18/16302



**NATIONAL
TRUST**
Tasmania

8th August 2018



The Hon W E F Hodgman MP
11th Floor, Executive Building
15 Murray Street
HOBART TAS 7000

Dear Premier

An update from the National Trust of Australia (Tasmania)

I write to inform you of some significant changes occurring for the National Trust of Australia (Tasmania) (NTT).

For many years the primary role of the NTT has been seen as 'looking after old buildings'. However, we see our role as much more than this. We believe the NTT has a role to play in acting as a custodian of Tasmania's heritage, culture and stories, as told through the places that matter to us as a community.

In October 2018, we welcomed a new Board, and in recognition that the current business model wasn't working to the best effect, the Board has recently completed a review of the NTT business model.

The aim of this review has been to ensure the ongoing viability and sustainability of NTT both now and into the future. A number of initiatives have been identified for implementation as part of the review and we are about to embark on a significant period of change and transition.

The Trust is, ultimately, a community organisation. We exist for the community and our current business model relies heavily on the generosity of many community members volunteering their time and other resources to ensure we can provide many of our services.

One of the first initiatives we will be implementing is the introduction of a new volunteer management system. This new system meets national standards in relation to volunteer management. With over 400 volunteers across the State, we recognise their invaluable contribution to the work we do and are committed to ensuring they are supported in line with best practice.

We acknowledge that periods of change and transitioning to new ways of working can be unsettling for our volunteers and members of our community more broadly, and it is our commitment to work closely with volunteers and the community to keep them informed of changes as we progress these initiatives.

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NATIONAL TRUST Tasmania

There is no doubt the NTT is entering an exciting period, which will position us as an engaging, relevant and contemporary organisation for the Tasmanian community. We have many exciting initiatives that will be rolling out in the coming months and we look forward to keeping you updated as these progress.

Should you have any questions about any of our work or the new initiatives or receive any enquiries from your constituents about these changes we would welcome you forwarding them to us. I can be contacted via email – matthew.smithies@nationaltrusttas.org.au or by phone – 03 6344 6233.

Please don't hesitate to contact me at any time.

Many thanks for your continued support.

Yours sincerely

Matthew Smithies
Managing Director

PH 98 258 180 740

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MIN 18/16302/4



PREMIER OF TASMANIA

12 NOV 2018

Mr Matthew Smithies
Managing Director
National Trust Tasmania
PO Box 443
KINGS MEADOWS TAS 7249

Dear Mr *Smithies* Smithies

Thank you for your letter providing me with an update on the National Trust's activities.

I am pleased the Trust's new Board will ensure that the organisation has contemporary governance and is focused on enhancing the visitor experience it offers.

I am particularly encouraged that the Board is taking a fresh approach to engaging with our cultural heritage and stories. This is something that the Tasmanian Heritage Council and the Tasmanian Museum and Art Gallery (TMAG) are also doing. I would encourage you to continue your discussions with like-minded organisations and collaborate with them where appropriate.

I note that the new triennial Grant Deed has recently been signed. I hope that the review of the Community Heritage Program and Tasmanian Heritage Festival will be a useful exercise that aligns well with the Board's plans to refresh the Trust.

I also appreciate that change can be difficult for some and I would encourage you to continue to meet with Mr Pete Smith from Heritage Tasmania and keep him informed of any new developments or issues that arise. As the Director of Heritage Tasmania, his role is to coordinate the Trust's relationship with the Government and assist the Trust if required.

Thank you again for writing to me and keeping me updated on your efforts.

Yours sincerely

Will Hodgman MP
Premier

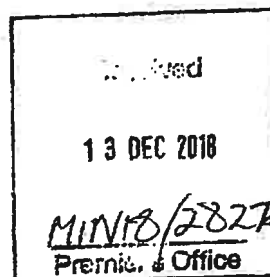
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MIN18/28272



**NATIONAL
TRUST**
Tasmania

6th December 2018



The Hon Will Hodgman MP
Premier and Minister for Heritage
11th Floor, Executive Building
15 Murray Street
Hobart TAS 7000

Dear Premier

For the past two years I have been working on a project designed to facilitate a better knowledge base and understanding between the heritage and tourism sectors. In the second year of this project I worked in collaboration with Dr Darren Peacock from National Trust of Australia (South Australia) in finalising the project which I have enclosed for your review.

I initiated the project as I was aware that there is a certain amount of non-alignment between the two sectors, due to the fact that in most part, tourism professionals and heritage practitioners 'speak different languages', resulting in a limited common ground of understanding.

The attached document is specifically designed for use by heritage practitioners. As they move through the tool box exercise they begin the process of thinking and developing projects that, when presented to the tourism sector, are product-ready and in a format that tourism marketing and promotional professionals will be able to utilise.

I would be more than happy to share this project outside of the National Trust for the benefit of the growth of heritage tourism within the state. It is my understanding that this is a unique project to Australia and I am pleased to advise that this pilot project was instigated and initiated from Tasmania.

Yours sincerely

Matthew Smithies
Managing Director
National Trust of Australia (Tasmania)

AM 98 258 180 740

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Subject: FW: National Trust Heritage Tourism Initiative
Attachments: 2018-12-17 - Tourism Heritage Initiative - Letter of Support.docx; Application text sections.docx; Project plan v1.0.docx

From: Christine Parker <christine.parker@nationaltrusttas.org.au> **On Behalf Of** Matthew Smithies
Sent: Monday, 17 December 2018 11:30 AM
To: Holeywell-Jones, Alice (DPaC) <Alice.Holeywell-Jones@dpac.tas.gov.au>
Cc: Matthew Smithies <matthew.smithies@nationaltrusttas.org.au>
Subject: National Trust Heritage Tourism Initiative

Dear Alice

We would be most grateful if the Premier would be willing to provide a Letter of Support in relation to the Australian Heritage Grant Application regarding the National Trust's National Trust Heritage Tourism Initiative.

Please see draft Letter of Support attached for your review, together with further information (work in progress) in relation to the grant, which may be of interest.

Matthew delivered the National Trust Heritage Tourism Initiative document to the Premier's Office recently.

If we were able to receive the Letter of Support by Wednesday, we would be very grateful.

Should you have any queries, please do not hesitate to contact us.

Kind regards
Christine

From: Office of the Premier (DPaC) [<mailto:Premier.Correspondence@dpac.tas.gov.au>]
Sent: Thursday, 13 December 2018 3:27 PM
To: admin@nationaltrusttas.org.au
Subject: Ack to letter dated 6 Dec 2018

Dear Matthew

On behalf of the Premier, I acknowledge and thank you for your recent letter enclosing a copy of the National Trust Heritage Tourism Initiative resource kit.

The matters you have raised have been noted and your correspondence is currently being considered.

Kind regards

Departmental Liaison Officer
Office of the Premier, the Hon Will Hodgman MP

Premier of Tasmania
Minister for Tourism, Hospitality and Events



17th December 2018

The Honourable Melissa Price MP
Minister for Environment & Heritage
Department of Environment and Energy
GPO Box 787
Canberra ACT 2601

Dear Ms Price

Building Public Engagement through Tourism at National Heritage Places

I am pleased to provide my letter of support in relation to the National Trust Heritage Tourism Project.

This project was initiated by National Trust Tasmania in its first year and further developed by National Trust South Australia, with the two states working closely together on this important initiative.

Commonwealth funding has been invested in the project over the past two years, which has enabled the project to advance. Funding in this third and final year is imperative to enable a positive outcome for tourism Australia-wide.

I am delighted to support this initiative which will develop the capabilities of tourism operators at National Heritage places to improve community engagement with the heritage values of those places through sustainable tourism activities.

Yours sincerely

Hon Will Hodgman MP



Building public engagement through tourism at National Heritage places

D2

The project will develop the capabilities of tourism operators at National Heritage places to improve community engagement with the heritage values of those places through sustainable tourism activities. The project will create a network of tourism operators working in nationally listed places and support their professional development through learning and networking events. It will develop learning resources to promote tourism experiences that respect and enhance public awareness of the natural, Indigenous and historic heritage values that are recognised by national listing. The operator network will be sustained through the establishment of a heritage tourism accreditation program supported by online resources and an annual conference.

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The project is a strategic national initiative to improve public engagement with National Heritage places by developing the skills, understandings and professional networks of tourism operators working in those places. Tourism operators and place managers are at the front line of public experience and engagement with National Heritage places. While many are highly skilled and bring a sophisticated approach to these responsibilities, to date there has been no attempt to address systematically the training needs of operators at these places and to implement a quality framework to enhance visitor experience and engagement with heritage values.

By partnering with the tourism industry and working with operators at places on the National Heritage list, this project will identify and address training, development and support needs and create a quality management framework.

The project comprises the following key activities:

- Research to map heritage tourism activities and operators at places on the National Heritage List to establish an understanding of their contribution to public awareness of National Heritage values at these places.
- Establishing a national network of tourism operators at nationally listed places to promote information exchange and best practice between operators using web-based and social media.
- Developing learning resources and a quality framework for heritage tourism to develop skills in identifying, communicating and protecting National Heritage values through sustainable tourism activities and destinations.
- Piloting the operator learning resources and accreditation framework with operators in two National Heritage places, one urban, one regional.
- Launching the heritage tourism accreditation program at the National Heritage Tourism Conference in 2020.

Tourism Conference in Adelaide in May 2019 and will continue to be hosted by the National Trust after project completion to facilitate networking, innovation, training and accreditation programs.

(May 2019- Dec 2019)

Development of learning resources and quality management framework for accreditation program

Using the research findings and other relevant industry training models, working with the South Australian Tourism Industry Council and other industry bodies, the project will develop training materials to support enhanced awareness and appreciation of heritage values in the delivery of tourism experiences at National Heritage places. These resources will support a quality management framework for heritage tourism that provides the basis for the operator and destination accreditation program.

(May 2019-June 2020)

Testing and evaluation of learning resources with operators at two National Heritage places

The learning resources and quality management framework will be piloted with tourism operators in two nationally listed places, one urban (Adelaide Park Lands and City Layout) and one regional (Australian Cornish Mining Sites- Burra) to test their effectiveness in enhancing operator understanding and visitor experience of heritage values in those places. These pilots will enable us to baseline visitor experience and operator standards and test the quality framework and accreditation framework.

(Sept 19-March 2020)

Launch of national heritage tourism accreditation program (May 2020)

Following the testing and evaluation of learning resources with operators, the heritage tourism accreditation program will be developed for a national launch at the second Australian Heritage Tourism Conference in Tasmania in 2020. The accreditation program will be supported by online learning resources and interaction between registered operators with the goal of sustaining a national community of heritage tourism operators to build collaboration and support best practice and innovation.

(May 2020)

As an industry, tourism is growing at three times the rate of the wider economy and contributes more than 3% of GDP (Tourism Australia, 2017). There are more than 278 000 tourism businesses in Australia, 13% or one sixth of all businesses. Three quarters of those are micro businesses employing fewer than 5 people; only 5% employ more than 20 people. It is important to note that 44% of tourism spend happens outside of capital cities in regional areas, where a majority of National Heritage places are located.

The relationship between tourism and heritage conservation is complex and has been a cause for concern in some places, both in Australia and internationally. In natural heritage places the tensions are well documented and understood, perhaps less so for Indigenous and historic heritage places.

However, it is also recognised that tourism can also provide significant benefits to protected places and the communities and economies in which they are situated. In the absence of data from most National Heritage places, we do not know how they are integrated into the visitor economy and how tourism benefits or threatens their appreciation and preservation. The project aims to address that question and identify how public engagement with heritage values is facilitated by tourism industry operators and place managers.

The *Australian Heritage Strategy* recognises, in visiting National Heritage places Australians are expressing a desire "to experience and build their own understanding of what makes such places special." (p 7) What this project aims to achieve is a greater appreciation of how that happens and how visitor experiences and understandings can be enhanced through improving the skills, understandings and networks of heritage tourism operators.

Project Plan outline

**Australian Heritage Grant application
2018-19 Grant Opportunity**

**BUILDING PUBLIC ENGAGEMENT THROUGH
HERITAGE TOURISM AT NATIONAL HERITAGE PLACES**

December 2018

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NATIONAL TRUST
South Australia

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The second key aspect of the 2017-18 was engaging with the tourism industry through a National Heritage Tourism Summit. The summit, in April 2018 in Burra, South Australia, brought together more than 60 delegates from across Australia from the heritage and tourism sectors to explore opportunities for heritage tourism in Australia. Following the summit, a Future Directions Paper was released outlining next steps in developing Australia's heritage tourism industry.

From 2018-19 Stage 3 of the project will establish a national network of heritage tourism operators to extend the conversation, particularly in respect of nationally listed heritage places and develop and implement learning resources and a quality framework for heritage tourism operators, with pilot implementations in two National Heritage places

Project title

Building public engagement through heritage tourism at National Heritage Places.

Objectives

The project will develop the capabilities of tourism operators at National Heritage places to improve community engagement with the heritage values of those places through sustainable tourism activities. The project will create a network of tourism operators working in nationally listed places and support their professional development through learning and networking events. It will develop learning resources to promote tourism experiences that respect and enhance public awareness of the natural, Indigenous and historic heritage values that are recognised by national listing. The operator network will be sustained through the establishment of a heritage tourism accreditation program supported by online resources and an annual conference.

Project scope and activities

The project is a strategic national initiative to improve public engagement with National Heritage places by developing the skills, understandings and professional networks of tourism operators working in those places. Tourism operators and place managers are at the front line of public experience and engagement with National Heritage places. While many are highly skilled and bring a sophisticated approach to these responsibilities, to date there has been no attempt to address systematically the training needs of operators at these places and to implement a quality framework to enhance visitor experience and engagement with heritage values.

By partnering with the tourism industry and working with operators at places on the National Heritage list, this project will identify and address training, development and support needs and create a quality management framework.

Organisational Capability

The National Trust of South Australia is the largest non-government manager of heritage places in Australia with more than 130 heritage places in its care. We have a support base of more than 5000 members and volunteers. Our main office is in Adelaide, but we also we operate a network of 46 local area branches across the state. The Trust is the best recognised and most highly respected heritage conservation organisation in the state.

The Trust was established in 1955 as a community-based not for profit organisation. It has more than 5000 current members and volunteers and holds assets of \$35m. We are a registered charity with the ACNC and hold full DGR status for all our operations.

We employ a range of heritage professionals with expertise in architecture, building, interpretation and public programs. We also have long established relationships with a range of professional service and supplier organisations.

We are experienced in the design and delivery of traditional and digital interpretive materials have produced exhibitions, signage, interactive displays and a range of websites and mobile apps to ensure that visitors to our heritage places have a rich and engaging experience and one which they can access and share using a range of contemporary technologies.

Over the years we have undertaken a range of funded by the Commonwealth, including major conservation works, interpretation and community engagement projects under the Community Heritage and Icons program. In 2017-18 we completed the Heritage Tourism project under the National Trusts Partnerships Program. (See attached Directions document.

Partnerships

This project utilises partnerships with the South Australian Tourism Council (SATC) National Trust of Australia (Tasmania) the Adelaide City Council and Regional Council of Goyder. .

Other partnerships including with universities and other tourism bodies are under development.

Budget

Project budget

Eligible expenditure items

	2018-19	2019-20	TOTAL
Salaries, contractor costs and expert advice			
Project Manager	24000	144000	168000
Administration and financial management (in kind)	3000	18000	21000
Communications staff (in kind)	6800	40800	47600
Project Governance (in kind)	6000	36000	42000
Training materials development	15000	35000	50000
Operator training delivery		20000	20000
	54800	293800	348600
Research costs			
Tourism activity and operator mapping study	25000	55000	80000
Communication and promotional			
Production of print materials		10000	10000
Development of online operator network and resources	20000	30000	50000
Heritage tourism conference	10000	12000	22000
	30000	52000	82000
TOTAL	109800	400800	510600

				Share
<i>Commonwealth contribution</i>	94000	306000	400000	78%
<i>In kind contribution National Trust of South Australia</i>	15800	94800	110600	22%

Budget Estimate	The expected budget for the project is \$510 600. .	The budget is based on cash contribution from the Commonwealth Government and in kind contributions from the National Trust of South Australia.
Other Resources	Partner in kind contributions will be costed in the final project plan.	Additional partners may be added once the project has been funded.

Sustainment Strategy

Id	Description of Risk (Including any identified 'triggers')	Impact on Project (Identify consequences ²)	Assessment of Likelihood	Assessment of Seriousness	Grade (combined Likelihood and Seriousness)	Change	Date of Review	Mitigation Actions (Preventative or Contingency)	Responsibility for mitigation action(s)	Cost	Timeline for mitigation action(s)	Work Breakdown Structure
<n>	<A "newspaper headline" style statement. Also identify relevant triggers that may cause the risk to be realised.>	<Describe the nature of the risk and the impact on the project if the risk is not mitigated or managed>				<Change in Grade since last review>	<Date of last review>	<Specify planned mitigation strategies: Preventative (implement immediately) Contingency (implement if/when risk occurs).>	<Specify who is responsible for undertaking each mitigation action(s)>		<Specify timeframe for mitigation action(s) to be completed by>	This is to indicate that the identified mitigation action has been included in the WBS (workplan).
1	Steering Committee unavailable. Identified triggers: Steering Committee meetings repeatedly rescheduled due to lack of availability; Members do not attend despite prior confirmation of attendance.	Lack of availability will stall progress (ie. delayed decisions will defer output finalisation, extend project timelines and staff resources will be required for longer than anticipated)	H	H	A	NEW	15/02/06	Preventative: Highlight strategic connection - link Project Objective to relevant Agency strategic objectives Confirm 2006 meeting schedule in January Confirm SC membership Widen representation (include other Agencies)	Project Manager	NA	15/03/06	Y

2 In larger projects, the consequences of the threat may not be evident, and noting them under each risk or in a separate column can be useful in identifying appropriate mitigation actions.

3	Staff reject new procedures Triggers include Staff don't participate in training (not prepared for new roles); New procedures not applied (work-arounds still used).	Rejection means additional time and resources required to achieve successful implementation - ie. outputs languish; more training is required (additional cost, time delays); potential for 'falling back into old ways' (more change mgt required); loss of credibility for project (perception of failure).	H	H	A	NEW	15/02/06	Preventative: High level reinforcement of policy changes; Provide opportunity for staff feedback prior to policy/procedure finalisation; Develop Training Plan that allows for repeat attendance (perhaps 2 stage training?); Identify staff 'champions' to promote adoption of new procedures (buddy system); Circulate information to staff that promotes how new procedures have improved processes (eg. 10 steps reduced to 4 steps etc); proportion of staff that have successfully completed the training. Identifies local 'buddies' for troubleshooting.	Sponsor Project Manager Consultant Project Manager Project Manager	NA NA \$3,000 NA NA	21/02/06 21/02/06 30/03/06 30/03/06 30/04/06	Y Y N N N
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MIN 19/621



**NATIONAL
TRUST**
Tasmania

2nd January 2019

The Hon Will Hodgman MP
Premier and Minister for Heritage
11th Floor, Executive Building
15 Murray Street
Hobart TAS 7000

Dear Premier

I write to provide you with an update regarding a security issue at the National Trust Mine Manager's Office in Queenstown. Over the Christmas period, a break-in occurred at the property and items were stolen from the building.

As a result of this incident, we have arranged to change the locks at the Mine Manager's Office to ensure access is limited to the National Trust, TMAG and Copper Mines of Tasmania.

The reason I am advising you of the above change is that over many years it seems that several community leaders in the region have had unlimited access to the site. Any changes to this status may result in you being contacted by third parties.

Yours sincerely

Matthew Smithies
Managing Director

ABN 98 258 180 740

STATE HEADQUARTERS

Public Buildings Cnr St John & Cameron Streets, Launceston TAS 7250 | PO Box 711, Launceston TAS 7250

T 03 6344 6233 | E admin@nationaltrusttas.org.au

RUNNYMEDE | CLARENDON | HOBART CONVICT PENITENTIARY | FRANKLIN HOUSE | HOME HILL | OAK LODGE | THE OLD UMBRELLA
SHOP | PENHANA | MT LYELL MINE MANAGERS OFFICE | LATROBE COURT HOUSE MUSEUM | THE AUSTRALIAN FLY FISHING MUSEUM
| THE TASMANIAN HERITAGE FESTIVAL | HERITAGE ADVOCACY | HERITAGE TOURISM | HERITAGE CONSERVATION APPEALS PROGRAM |
EDUCATION PROGRAMS | VENUE HIRE | MEMBER PROGRAMS | HERITAGE VOLUNTEERING

**WWW.
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TRUST.
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MIN 19/3361

From: Christine Parker <christine.parker@nationaltrusttas.org.au>
Sent: Tuesday, 12 February 2019 11:58 AM
To: Invitations, Premier (DPaC)
Cc: 'Estelle Phillips'
Subject: 2019 National Trust Tasmania Heritage Festival

Follow Up Flag: Follow up
Flag Status: Flagged

Dear Robyn

I am contacting you in relation to our 2019 National Trust Tasmania Heritage Festival.

We are enquiring if The Honourable Will Hodgman MP would be available to launch our Heritage Festival on Thursday, 18th April 2019 at 2pm? The event will be held at Runnymede, a National Trust property in New Town.

We would be very grateful if the Premier was available to launch this important event in our National Trust Tasmania calendar.

I look forward to hearing from you when you have had an opportunity to consider our request.

Please let me know if you require any further information regarding this matter.

Kind regards
Christine

Christine Parker | Executive Administrative Officer



NATIONAL TRUST
TASMANIA

Runnymede | Clarendon | The Tench | Franklin House | Home Hill | Oak Lodge | The Old Umbrella Shop | Penghana | Mt Lyell Mine Managers Office | Latrobe Court House Museum | The Australian Fly Fishing Museum | The Tasmanian Heritage Festival | Heritage Advocacy | Heritage Tourism | Heritage Conservation Appeals Program | Education Programs | Venue Hire | Member Programs | Heritage Volunteering

12.

MIN19/3361

From: (DPaC)
Sent: Tuesday, 19 March 2019 3:53 PM
To: 'Christine Parker'
Cc: 'Estelle Phillips'; Delaney, Narissa (DPaC)
Subject: CONFIRMED | 2019 National Trust Tasmania Heritage Festival Launch, Thu. 18 April 2019, Ref#MIN19/3361
Attachments: Event Checklist.docx

Good afternoon Christine

Thank you for your email inviting the Premier to launch the 2019 National Trust Tasmania Heritage Festival on Thursday 18 April 2019. The Premier is pleased to accept your invitation and for your planning purposes will arrive at Runnymede House at 1.55pm and depart at 2.30pm.

As discussed, please complete the attached event checklist and return to myself and Narissa Delaney (copied here) by COB Wednesday 27 April 2019. Closer to the time we will also require a copy of your run sheet and confirmed guest list.

Please do not hesitate to contact me if I can be of any further assistance.

Many thanks.

Kind regards

Executive Assistant to the Hon Will Hodgman MP
Premier of Tasmania
Minister for Tourism, Hospitality and Events
Minister for Parks
Minister for Heritage
Minister for Trade

Phone: (03) 6165 7650
Level 11, 15 Murray Street HOBART TAS 7000
e-mail: s@dpac.tas.gov.au

www.premier.tas.gov.au

From: Christine Parker <christine.parker@nationaltrusttas.org.au>
Sent: Tuesday, 12 February 2019 11:58 AM
To: Invitations, Premier (DPaC) <Premier.Invitations@dpac.tas.gov.au>
Cc: 'Estelle Phillips' <estelle.phillips@nationaltrusttas.org.au>
Subject: 2019 National Trust Tasmania Heritage Festival

Dear Robyn

I am contacting you in relation to our 2019 National Trust Tasmania Heritage Festival.

We are enquiring if The Honourable Will Hodgman MP would be available to launch our Heritage Festival on Thursday, 18th April 2019 at 2pm? The event will be held at Runnymede, a National Trust property in New Town.

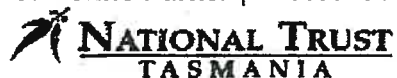
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I look forward to hearing from you when you have had an opportunity to consider our request.

Please let me know if you require any further information regarding this matter.

Kind regards
Christine

Christine Parker | Executive Administrative Officer



Runnymede | Clarendon | The Tench | Franklin House | Home Hill | Oak Lodge | The Old Umbrella Shop | Penghana | Mt Lyell Mine Managers Office | Latrobe Court House Museum | The Australian Fly Fishing Museum | The Tasmanian Heritage Festival | Heritage Advocacy | Heritage Tourism | Heritage Conservation Appeals Program | Education Programs | Venue Hire | Member Programs | Heritage Volunteering



MIN 19/3361



PREMIER OF TASMANIA

18 APR 2019

Mr Nicholas Heyward
Chair
National Trust Tasmania
Email: admin@nationaltrusttas.org.au

Dear Mr Heyward

I apologise that I could not attend the launch of the 2019 National Trust Tasmania Heritage Festival at the beautifully preserved Runnymede property, due to the Prime Minister's visit in the north of the State.

The Heritage Festival is one of Tasmania's great State-wide community festivals, and one which locals and visitors look forward to in May each year.

It provides an opportunity to explore the stories of the people and places that have shaped Tasmania and defines the identity of each of our regions – whether it's the rugged West Coast, the bountiful Huon Valley, or the magnificent sandstone buildings of the Midlands.

The Festival also helps to raise awareness of the value of our heritage, engaging our visitors by bringing to life chapters of Tasmania's history.

Tasmania is of course well known for our rich cultural and built heritage that is still well preserved today.

These important aspects of our brand help to tell the story of our history, and lead visitors into our regions.

An indication of our strong economy is record visitor numbers, and a key reason 1.3 million tourists visited Tasmania last year was to explore our unique landscape and remarkable heritage properties.

This year's Festival theme, 'This Place Matters', is a reminder for all of us of the opportunities we have to explore, share and impart the stories that exist in our own backyard, in each of our towns and communities.

I take this opportunity to thank the many organisations, museums, and heritage places that are opening their doors during the Festival to allow locals and visitors to re-connect with our past, and in new and interesting ways.

I also thank the National Trust Board, Managing Director Matthew Smithies, staff, and of course the many volunteers involved in this year's Festival.

We look forward to welcoming visitors over the next month to experience the fantastic Festival program on offer this year.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Will Hodgman', with a stylized flourish at the end.

Will Hodgman MP
Premier

14

MIN 19/15049

From: (DPaC)
Sent: Thursday, 13 June 2019 2:26 PM
To: Christine Parker
Cc: Holeywell-Jones, Alice (DPaC)
Subject: RE: Meeting with the Premier

Good afternoon Christine

Thank you for your email. I will provide this meeting request to the Premier for his consideration and will be back in contact.

Many thanks.

Kind regards

Executive Assistant to the Hon Will Hodgman MP
Premier of Tasmania
Minister for Tourism, Hospitality and Events
Minister for Parks
Minister for Heritage
Minister for Trade

Phone: (03) 6165 7650
Level 11, 15 Murray Street HOBART TAS 7000
e-mail: @dpac.tas.gov.au

www.premier.tas.gov.au

From: Christine Parker <christine.parker@nationaltrusttas.org.au>
Sent: Thursday, 13 June 2019 2:04 PM
To: (DPaC) @dpac.tas.gov.au
Cc: Holeywell-Jones, Alice (DPaC) <Alice.Holeywell-Jones@dpac.tas.gov.au>
Subject: Meeting with the Premier

Dear I

I trust you have been keeping well.

I am contacting you to enquire on the availability of the Premier, the Honourable Will Hodgman MP, to meet with National Trust Tasmania's Board Chair, Mr Nicholas Heyward.

If you are able to please advise if you are the correct person to make these arrangements, and if so, possible dates, that would be appreciated.

Kind regards
Christine

Christine Parker | Executive Administrative Officer



Runnymede | Clarendon | The Tench | Franklin House | Home Hill | Oak Lodge | The Old Umbrella Shop | Penghana |
Mt Lyell Mine Managers Office | Latrobe Court House Museum | The Australian Fly Fishing Museum | The Tasmanian
Heritage Festival | Heritage Advocacy | Heritage Tourism | Heritage Conservation Appeals Program | Education
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15

MIN19/1504

From: (DPaC)
Sent: Tuesday, 25 June 2019 2:30 PM
To: 'Christine Parker'
Cc: (DPaC); (DPaC)
Subject: RE: CONFIRMED | Meeting with Nicholas Heyward, National Trust, Fri 9 Aug 2019, Ref#MIN19/15049

Good afternoon Christine

Confirming Friday 9 August 2019, 10.00-10.30am in the Premier's Office.

Please provide an outline of any discussion points for the meeting together with any papers the Premier will need to review in advance. Will anyone be joining Nicholas on the day? Please advise of the names of any additional attendees.

Please do not hesitate to contact me if I can be of any further assistance.

Many thanks.

Kind regards

Executive Assistant to the Hon Will Hodgman MP
Premier of Tasmania
Minister for Tourism, Hospitality and Events
Minister for Parks
Minister for Heritage
Minister for Trade

Phone: (03) 6165 7650
Level 11, 15 Murray Street HOBART TAS 7000
e-mail: dpac@dpac.tas.gov.au

www.premier.tas.gov.au

From: Christine Parker <christine.parker@nationaltrusttas.org.au>
Sent: Tuesday, 25 June 2019 12:32 PM
To: (DPaC) <dpac@dpac.tas.gov.au>
Subject: RE: TENTATIVE | Meeting with Nicholas Heyward, National Trust Ref#MIN19/15049

Dear

Nicholas is fine for any of those dates and times. Shall we book in Friday, 9th August (10am – 10.30am)?

Thanks again for your assistance with this meeting.

Kind regards
Christine

From: (DPaC) [<mailto:dpac@dpac.tas.gov.au>]
Sent: Tuesday, 25 June 2019 12:05 PM

To: Christine Parker <christine.parker@nationaltrusttas.org.au>

Subject: TENTATIVE | Meeting with Nicholas Heyward, National Trust Ref#MIN19/15049

Good afternoon Christine

Thank you for speaking with me. As discussed, here are some options for Nicholas to consider:

Friday 9 August

10.00am-10.30am

Monday 12 August

2.30pm-3.00pm

4.30pm-5.00pm

Wednesday 14 August

11.30am-12.00pm

The meeting will be held in the Premier's Office located in the Executive Building, 15 Murray Street, Hobart.

Many thanks.

Kind regards

Executive Assistant to the Hon Will Hodgman MP
Premier of Tasmania
Minister for Tourism, Hospitality and Events
Minister for Parks
Minister for Heritage
Minister for Trade

Phone: (03) 6165 7650
Level 11, 15 Murray Street HOBART TAS 7000
e-mail: @dpac.tas.gov.au

www.premier.tas.gov.au

From: Christine Parker <christine.parker@nationaltrusttas.org.au>

Sent: Thursday, 13 June 2019 2:04 PM

To: (DPaC) <@dpac.tas.gov.au>

Cc: Holeywell-Jones, Alice (DPaC) <Alice.Holeywell-Jones@dpac.tas.gov.au>

Subject: Meeting with the Premier

Dear

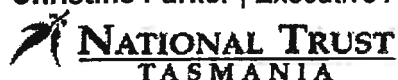
I trust you have been keeping well.

I am contacting you to enquire on the availability of the Premier, the Honourable Will Hodgman MP, to meet with National Trust Tasmania's Board Chair, Mr Nicholas Heyward.

If you are able to please advise if you are the correct person to make these arrangements, and if so, possible dates, that would be appreciated.

Kind regards
Christine

Christine Parker | Executive Administrative Officer

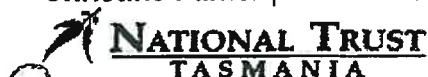


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Christine Parker | Executive Administrative Officer



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16.

MIN 19/18172

From: Christine Parker <christine.parker@nationaltrusttas.org.au>

Sent: Monday, 15 July 2019 4:15 PM

Subject: National Trust Tasmania Public Lecture - 25th July 2019 - Hobart Penitentiary Chapel

Good afternoon

In conjunction with our *Photographs of Australian and British Convicts Exhibition*, please find attached an invitation to a Public Lecture chaired by Dr Vicky Nagy, Lecturer in Criminology, University of Tasmania on Thursday 25th July at 1pm at the Hobart Penitentiary Chapel.

Topics discussed will be:

- "Why Do Criminals Stop Offending?" by Professor Barry Godfrey, University of Liverpool, UK
- "Facial Identity: 19th Century Anthropology to 21st Century Bias" by Professor Caroline Wilkinson, Director Face Lab, Liverpool John Moores University
- "Mapping Places of Birth for Convicts Transported to Van Diemen's Land" by Professor Hamish Maxwell-Stewart and Dr Imogen Wegman, University of Tasmania

If you wish to attend we would appreciate it if you could please RSVP by 22nd July. We look forward to hearing from you.

Kind regards
Christine

Christine Parker | Executive Administrative Officer

 **NATIONAL TRUST**
TASMANIA

Runnymede | Clarendon | The Tench | Franklin House | Home Hill | Oak Lodge | The Old Umbrella Shop | Penghana |
Mt Lyell Mine Managers Office | Latrobe Court House Museum | The Australian Fly Fishing Museum | The Tasmanian
Heritage Festival | Heritage Advocacy | Heritage Tourism | Heritage Conservation Appeals Program | Education
Programs | Venue Hire | Member Programs | Heritage Volunteering

17

MIN 19/18172

From: Invitations, Premier (DPaC)
Sent: Wednesday, 24 July 2019 11:01 AM
To: 'christine.parker@nationaltrusttas.org.au'
Subject: Invitation to National Trust Tasmania Public Lecture - 25th July 2019 - Hobart Penitentiary Chapel

Dear Christine,

Thank you for the invitation for the Premier, Hon Will Hodgman MP, to attend the National Trust Tasmania Public Lecture on 25 July, 2019.

Unfortunately due to another commitment, the Premier is unable to attend.

Please pass on our best wishes for a very successful lecture.

Kind regards

Executive Officer
Office of the Hon Will Hodgman MP
Premier of Tasmania
Minister for Tourism, Hospitality and Events
Minister for Parks
Minister for Heritage
Minister for Trade

Phone: (03) 6165 7650
Level 11, 15 Murray Street HOBART TAS 7000
e-mail: dpac@dpac.tas.gov.au

www.premier.tas.gov.au

From: Christine Parker <christine.parker@nationaltrusttas.org.au>
Sent: Monday, 15 July 2019 4:15 PM
Subject: National Trust Tasmania Public Lecture - 25th July 2019 - Hobart Penitentiary Chapel

Good afternoon

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Topics discussed will be:

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- "Mapping Places of Birth for Convicts Transported to Van Diemen's Land" by Professor Hamish Maxwell-Stewart and Dr Imogen Wegman, University of Tasmania

If you wish to attend we would appreciate it if you could please RSVP by 22nd July. We look forward to hearing from you.

Kind regards

Christine

Christine Parker | Executive Administrative Officer



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Heritage Festival | Heritage Advocacy | Heritage Tourism | Heritage Conservation Appeals Program | Education
Programs | Venue Hire | Member Programs | Heritage Volunteering



MIN19/30457

From: Christine Parker <christine.parker@nationaltrusttas.org.au>
Sent: Thursday, 7 November 2019 5:02 PM
Subject: Invitation - Old Umbrella Shop Exhibition Room Opening

Good afternoon

Please find attached your invitation to the opening of the Old Umbrella Shop Exhibition Room on Saturday 30th November.

Kind regards
Christine

Christine Parker | Executive Administrative Officer



Runnymede | Clarendon | Hobart Convict Penitentiary | Franklin House | Home Hill | Oak Lodge | The Old Umbrella Shop | Penghana | Mt Lyell Mine Managers Office | Latrobe Court House Museum | The Australian Fly Fishing Museum | The Tasmanian Heritage Festival | Heritage Advocacy | Heritage Tourism | Heritage Conservation Appeals Program | Education Programs | Venue Hire | Member Programs | Heritage Volunteering



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INVITATION

The National Trust Tasmania Board is delighted to announce the opening of the purpose-designed Exhibition Room at the Old Umbrella Shop.

The Old Umbrella Shop Exhibition Room will be opened by
The Honourable Peter Gutwein MP
Treasurer and Minister for Environment, Parks and Heritage

Date: Saturday, 30th November 2019

Time: 1.45pm

Location: Old Umbrella Shop, 60 George Street, Launceston

Please **RSVP** by Monday, 25th November 2019 to Christine Parker on (03) 6344 6233 or
christine.parker@nationaltrusttas.org.au

19

MIN 19/
30455

From: Christine Parker <christine.parker@nationaltrusttas.org.au>
Sent: Tuesday, 12 November 2019 4:47 PM
To: Invitations, Premier (DPaC)
Subject: RE: Invitation - Old Umbrella Shop Exhibition Room Opening

Categories: Trim to existing file

Dear

Thank you very much for letting us know.

Kind regards
Christine

From: Invitations, Premier (DPaC) [mailto:Premier.Invitations@dpac.tas.gov.au]
Sent: Tuesday, 12 November 2019 4:43 PM
To: christine.parker@nationaltrusttas.org.au
Subject: Invitation - Old Umbrella Shop Exhibition Room Opening

Dear Christine,

Thank you for the invitation for the Premier, Hon Will Hodgman MP, to attend the Old Umbrella Shop Exhibition Room Opening on Saturday, 30 November 2019.

Unfortunately due to another commitment, the Premier is unable to attend.

Please pass on our best wishes for a very successful event.

Kind regards

Heather Smith

Executive Officer
Office of the Hon Will Hodgman MP
Premier of Tasmania
Minister for Tourism, Hospitality and Events
Minister for Parks
Minister for Heritage
Minister for Trade

Phone: (03) 6165 7650
Level 11, 15 Murray Street HOBART TAS 7000

www.premier.tas.gov.au

From: Christine Parker <christine.parker@nationaltrusttas.org.au>

Sent: Thursday, 7 November 2019 5:02 PM

Subject: Invitation - Old Umbrella Shop Exhibition Room Opening

Good afternoon

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Kind regards
Christine

Christine Parker | Executive Administrative Officer



Runnymede | Clarendon | Hobart Convict Penitentiary | Franklin House | Home Hill | Oak Lodge | The Old Umbrella Shop | Penghana | Mt Lyell Mine Managers Office | Latrobe Court House Museum | The Australian Fly Fishing Museum | The Tasmanian Heritage Festival | Heritage Advocacy | Heritage Tourism | Heritage Conservation Appeals Program | Education Programs | Venue Hire | Member Programs | Heritage Volunteering



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Christine Parker | Executive Administrative Officer



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