



Council Strategy

Princess Royal Fortress Strategic Plan 2008-2013

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Executive Summary

The Princess Royal Fortress Strategy guides the operation and development of the facility for the period of 2008 – 2013. The mission of the Princess Royal Fortress is:

“An excellently presented, interpreted and maintained military heritage museum which:

- ***celebrates the historical importance of the Princess Royal Fortress***
- ***features the original old Fortress and coastal defences as well as other demarked themed military displays***
- ***respects and memorialises the contribution and sacrifice of those who served and continue to serve our country***
- ***focuses on displays featuring the links with people and families in the Albany and the Great Southern Region***

For locals, visitors to the region and the families and comrades of those lost in military service”.

This will be achieved by implementing the initiatives within this strategy and by the diligence of well trained and supported staff and volunteers.

Key initiatives of the strategy are to develop and install an interpretive trail demarking each of the following as distinctly themed and logoed areas; and interpretive sub trails providing further detail for each area:

- Barracks Building (up to and including WW2);
- Coastal Defences;
- Artillery Display;
- Curatorial Offices;
- “Ellam-Innes Collection”;
- Australian Light Horse Museum;
- Modern Army;
- Naval guns, armament, battery, weaponry;
- US Submariners;
- HMAS Perth Interpretive Centre;

Other high priorities are continued focus on the recruitment, training and retention of volunteers, a restructure of the staffing operations of the Forts within current allocated resources to best deliver the outcomes of the strategy; and the development and implementation of a set of maintenance and presentation standards.

Another key outcome will be to develop a new logo featuring either the phrase – “Princess Royal Fortress – Albany’s Military Heritage Park”.

The strategy sets a number of key actions and a timeline for their implementation and evaluation.

Strategic Context

The Princess Royal Fortress strategy is presented within the strategic context of the Albany insight beyond 2020 strategic plan. The specific goals and initiatives guiding the operation of the Forts within this plan are:

Albany will be a City where ...

1.4 Our cultural and artistic communities are valued, celebrated and supported.

1.5 Development ...

- *responds to our unique historical and environmental values;*

Albany will be a City where ...

2.4 Our unique cultural heritage attractions deliver world class tourism experiences.

The City of Albany will...

4.2 Manage our municipal assets to ensure they are capable of supporting our growing community.

4.3 Deliver excellent community services that meet the needs and interests of our diverse communities.”

Strategic Focus Areas

KEY FOCUS AREAS

Achieving our mission

The mission of the Princess Royal Fortress is:

“An excellently presented, interpreted and maintained military heritage museum which:

- ***celebrates the historical importance of the Princess Royal Fortress***
- ***features the original old Fortress and coastal defences as well as other demarked themed military displays***
- ***respects and memorialises the contribution and sacrifice of those who served and continue to serve our country***
- ***focuses on displays featuring the links with people and families in the Albany and the Great Southern Region***

for locals, visitors to the region and the families and comrades of those lost in military service”.

The mission will be achieved by implementing the initiatives within this strategy and by the diligence of well trained and supported staff and volunteers.

Princess Royal Fortress Volunteers

Volunteers are the lifeblood of the Albany community and particularly that of the Princess Royal Fortress. They contribute over 3,000 hours of unpaid work per year staffing the entry gates with further hours in curatorial and caretaking assistance. Finding, recruiting, training and retaining volunteers is a major challenge for the many organisations that require the services of volunteers and the Forts is no exception. Recently a process has been implemented to recruit, train and support Forts volunteers. Continued focus in this area is seen as essential to achieve the outcomes of this strategy.

Princess Royal Fortress Staff

The City of Albany recognises the need to have highly qualified, efficient and motivated staff throughout the organisation. Overseen by the Manager of Community Development, the City currently employs a Caretaker, Curator (part-time) and Outdoor display preservation specialist (part-time) at the Forts. Operations are supported by the Admin Officer Community Development and maintenance is carried out by the City Works and Services department and private contractors.

The current operating structure of the Forts has been in place for many years and there is now an opportunity to restructure operations to deliver better outcomes within current resources. The major direction of this new structure would be increasing the efficiency of caretaking and maintenance while increasing focus on curatorial services and volunteer management

Maintenance and Presentation

A key outcome of this strategy will be to increase the standard of presentation of buildings, outdoor displays and areas to respect the importance of the Forts and increase the quality of visitor experience.

Interpretation

Currently it can be difficult for visitors to perceive the interrelationship of displays at the Forts and the message presented. Modern interpretation will involve the creation of a Forts corporate logo, an interpretive trail demarking each distinctly themed and logoed area and interpretive sub trails providing further detail on each of these areas.

Coastal Defences

As part of the original establishment of the Princess Royal Fortress in 1893, the erection and placement of the coastal defences are a major attraction to visitors. The need to maintain and keep the area in a state that depicts its original purpose is a key component in the representation and interpretation of the area.

Barracks Building

As part of the original establishment of the Princess Royal Fortress in 1893, the erection and presence of the Barrack Building has been the major building attraction of the Forts. However over the years, the interpretation and displays within has not reflected the true purpose of the building and what transpired within its walls. It is the City's aim to create an interpretation of the life and times of the Forts that will allow visitors to leave with a better understanding and knowledge of the importance of its establishment and the history of the Forts after decommissioning.

Curatorial and Archival Offices and Service

Since the reconstruction and the re-opening of the Forts in 1988 as part of the Bicentenary of Australia celebrations, the curatorial and archival offices have existed in the same condition. This is seen as inadequate to ensure the preservation of the currently stored extensive collection of military memorabilia. There is a pressing need to update these offices to a modern suitable Curatorial and Archival environment. Currently many displays remain static. In order to maximise visitor experience and encourage repeat visitation, adoption of modern practice such as rotation of material in and out of display and the consistent creation and renewal of displays is seen as essential.

“Ellam-Innes Collection”

In November 2007 the City of Albany was approached by Mr Alan Ellam of Mt Lawley to donate his collection on the 11th Battalion and the 10th Light Horse Regiment. Being a private collector and historian, he and his late wife Raye, have researched and named the soldiers of the 11th Battalion, in particular the “Boys on the Pyramid” photograph. Over the past 15 years numerous research information and photographs have been sourced on the 11th Battalion and it has been noted as one of the finest private collections in Western Australia. The addition of this collection to the Princess Royal Fortress and the approval by council in accepting the donation in March 2008, has enabled the Forts to install a high quality display that will set the precedent for future presentations.

Australian Light Horse Museum (10th Light Horse Regiment)

The Light Horse Regiment is one of Australia's well known military institutions, and as such, makes this museum located at the Forts one of the most visited attractions. This display has been compiled and looked after by the Albany Light Horse Association with minimal input by the Forts curator and volunteers apart from general cleaning and maintenance.

Naval Guns

The upkeep and development of the Naval Guns area has been identified as a high priority due to the popularity of the area to visitors. Being exposed to weather conditions and high wear and tear due to constant use by visitors, the improvement and interpretation of this area requires specific focus.

US Submariners Memorial

The US Submariners Memorial and Display serves to recognise the American's who were based in Albany's submarine base during the Second World War and as a focal point for an annual memorial service to all US submariners who were lost at sea. Relatives and comrades visit the site in March each year in remembrance as the City holds an official ceremony and laying of wreaths.

Former HMAS Perth Interpretative Centre

In 2000 the City of Albany was granted the decommissioned HMAS Perth for use as an artificial reef. As part of the making the ship ready for sinking, many parts and significant memorabilia were salvaged and donated to the Forts. This has now formed the Former HMAS Perth Interpretation Centre and Interpretive Trail.

Artillery Display Centre

The Forts have had donated several original artillery pieces from 1890's for restoration. These cannons, field guns and other artillery pieces have been superbly restored but require protection from the elements to ensure their continued preservation.

The current displays are highly popular with visitors and the creation of a covered area to display restored artillery pieces is seen as a highly desirable component of this strategy.

Modern Military

The Forts time of operations was from the late 1800s to its decommissioning in 1956, however modern displays represent a high interest point for visitors. The City's aim is to develop current displays with the addition of several modern military vehicles and further displays to enhance the visitor's experience in this section.

Strategic Partnerships

In order to enhance the sustainability of the Forts operation in the coming years we will strengthen link with the Australian War Memorial, Western Australian Military Museum and other historic military establishments around Australia. In addition investigation will occur in relation to potential partnerships with the local RSL, Army Reserve and Cadet Units.

Guard House

The original Guard House is one of the first points of contact to visitor to the Forts, and as such, is a priority that a true representation of the building and its surroundings be presented.

Safety

As the Forts were designed in the previous century many sections are understandably not to the standard of modern facilities. Safety upgrades investigated and designed in conjunction with local heritage architects and the Heritage Council are currently in progress and further consideration is warranted in relation to ways of increasing safety for visitors at the Forts without undermining the heritage value; within the resources available.

The Forts is surrounded by bushland and investigation is also warranted in relation to the creation of strategic fire breaks to help protect this asset.

OTHER FOCUS AREAS

Rev. Arthur Ernest White Memorial

With many Gallipoli troops departing from Albany and the first dawn service being held in Albany, the City maintains strong links with the ANZAC tradition. A major part of Albany's ANZAC link is our connection with the life and times of Rev. White who is recognised as presiding over the first dawn service. Enhancement of the current 'Padre White Memorial Display is a key component of this strategy.

Open Day

Annual Open Day with re-enactments to co-inside with the opening of Princess Royal Fortress in the month of October 1893. (Noting that 2009 will be the 21st anniversary of the re-opening of the Forts as a heritage park)

BBQ Area

A popular area for visitors, there is seen to be scope for further development to increase its attractiveness as a venue for family BBQ's.

Forts Café

The café is seen as an important part of the operation of the Forts. Leased to a private operator, this facility provides refreshment and a value added service to visitors to the centre. There is believed to be scope to increase the interrelation status of activity and promotion between the operation of the Forts and the café, to the benefit of both areas.

Carlyle's Function Centre

The picturesque function centre is leased by a private operator. A review of the operation of this area is recommended to ensure the income generated reflects the true cost to council of providing for the operation of the function facility as well as if possible providing a reasonable rental return.

Memorabilia Retail Outlet

In the acceptance of the 'Ellam-Innes Collection' by council in March 2008, part of the proposal was to sell the 'Boys of the Pyramid' photographic print to visitors. Feasibility investigation of further retail opportunities and presentation of a business case will allow consideration of the option of further merchandise sales at the Forts.

Plantagenet Battery

Much of the Plantagenet Battery and associated infrastructure (lower Forts) has been restored and remains in good condition, however has not been opened to the public. While significant expenditure would still be required to open this area it is recommended that the curator secures any loose items on the site in the short term and in the medium term surveying and research is undertaken and a plan put to council in relation its future presentation.

Key Action Plan Outline

RESOURCING

The key outcomes will be delivered through officer time and are subject to project budget allocation and external funding.

KEY FOCUS AREAS

Princess Royal Fortress Volunteers

To recruit and maintain motivated and skilled volunteers for Princess Royal Fortress:	
<ol style="list-style-type: none">1. Develop volunteer positions in the areas of – Gate Attendant, Guide, Assistant Caretaker, Assistant Curator, Roster Clerk and Volunteer Training Officer2. Formalise recruitment and training process;3. Offer ongoing training opportunities for the development of skills relevant to the operation of the Forts4. Develop a 'crib room' for volunteers to have breaks, meet and review information and updates pertinent to Forts volunteer operations	
Timeframe	1, 2 – December 2008, 3 - ongoing, 4 - December 2009
Officers	Manager Community Development, Princess Royal Fortress Curator, Admin Officer Community Development

Thank volunteers for their contribution	
<ol style="list-style-type: none">5. Hold an annual Christmas thankyou lunch hosted by the Mayor6. Promote Forts Volunteer involvement in the Annual City of Albany Volunteer thankyou event7. Engage in partnership projects which recognise and reward volunteers	
Timeframe	5, 6 and 7 - Ongoing
Officers	Manager Community Development, Princess Royal Fortress Curator, Admin Officer Community Development

Princess Royal Fortress Staff

Operate the Forts under a staffing structure which makes best use of appropriate skill sets and available resources to achieve the objectives of this strategy	
<ol style="list-style-type: none">8. Investigate and implement a new operating structure	
Timeframe	November 2008
Officer	Manager Community Development, Executive Director Corporate and Community Services

Maintenance and Presentation

Forts buildings, outdoor displays and areas will be well maintained and presented to a high standard	
9. Develop and implement a set of standards and key performance indicators which govern the maintenance and presentation of the Forts	
Timeframe	December 2009
Officers	Manager Community Development, Caretaker, Maintenance Leading Hand

Interpretation

The Forts will feature contemporary interpretation to increase the value of visitors experience and strengthen the message of the Forts	
10. Investigate the opportunity to certify the Forts as a 'Military Museum'	
11. Create and implement a Forts corporate Logo	
12. Develop theme sub logos for each main Forts area (eg: Old Forts, Coastal Defences, Naval Guns area etc..)	
13. Develop an interpretive trail demarking each themed area. Each sign shall act as the head sign for sub-trails and be designed to modern 'best practice' standards	
14. Develop interpretive sub trails within each area designed to modern 'best practice' standards	
Timeframe	10 - November 2009, 11 – January 2009, 12 - June 2009, 13 June 2012, 14 - June 2012
Officers	Manager Community Development, Forts Curator and Contract staff as required.

Coastal Defences

Maintain and restore areas defined as the costal defences	
15. Gain permission and clear scrub to show fields of fire around the 'Guns' and maintain thereafter;	
16. Install safety fencing as per architect plan* (Howard + Heaver Architects);	
17. Reinstate fox holes/slit trenches with clear access/paths while ensuring a high level of public safety	
18. Plan and relocate defined pathways if required to ensure the best presentation of the site.	
Timeframe	15 – December 2009, 16 - June 2009, 17 – June 2010, 18 June 2010
Officers	Manager Community Development, Forts Curator, Caretaker, Maintenance Leading Hand and Contract staff as required.

Allow access to currently closed sections of the coastal defences	
19. Restore and open underground magazine areas for guided tours;	
Timeframe	June 2011

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Timeframe	June 2011
Officers	Manager Community Development, Forts Curator, Caretaker, Maintenance Leading Hand and Contract staff as required.

Barracks Building

Develop the interpretation and details of the displays to reflect the origins of the Barracks Building.	
20. Restore barracks to 1893 look – displays focus on this area and era;	
21. Install replica artillery crew ‘manning’ guns	
22. Source new Nissan hut or relocate Nissan hut currently near First Aid Post to Naval Guns area and relocate nautical display from Barrack Building to this venue (subject to necessary approvals)	
Timeframe	20 – December 2009, 21 and 22 - June 2010
Officers	Manager Community Development, Forts Curator, Caretaker, Maintenance Leading Hand and Contract staff as required.

Curatorial and Archival Offices and Service

Create a modern and suitable working/archival environment to preserve and document the history of the Forts and relevant military history	
23. Moving archival services to the Western Wing of Married Quarters and if feasible creation of a separate “Ellam-Innes Collection” Curatorial office in East Wing;	
24. Creation of a larger storage area;	
25. Install temperature and humidity control for historical material;	
26. Develop procedure and facilities to comply with heritage and curatorial standards of preservation;	
27. Develop and implement acquisitions policy and procedure;	
28. Create new curatorial work area;	
29. Research and present a report on the viability of a Research room for staff, volunteers, students and the general public.	
Timeframe	23,24,25,26 – June 2010, 27,28 – December 2010, 29 - December 2011
Officers	Manager Community Development, Forts Curator and Contract staff as required.

“Ellam-Innes Collection”

To present a high quality display, in keeping with the interpretation principles detailed in this strategy, which will set the tone and benchmark for future curatorial works	
30. Install and open Ellam-Innes Collection in married quarters	
31. Seek donations of additional memorabilia from Mr Allan Ellam and from family members who have a link with the 11th Battalion AIF;	
Timeframe	30 – November 2008, 31 – ongoing
Officers	Manager Community Development, Forts Curator and Contract staff as required.

Australian Light Horse Museum

To develop and enhance the museum by:	
32. Developing partnerships with Albany Light Horse Association to enhance the display within the objectives of this strategic plan	
33. Investigate potential donation of additional material from the Mt Lawley "Ellam-Innes Collection" relating to the 10 th Light Horse Regiment.	
Timeframe	June 2011
Officers	Manager Community Development, Forts Curator, Albany Light Horse Association and Contract staff as required.

US Submariners Memorial

To enhance and develop the area in and around the US Submariners Memorial by:	
34. Researching , developing and implement a plan to increase utilisation of the area (for example better utilisation during submariners service and/or use as an amphitheatre	
35. Undertake works within plan completed under item 34.	
Timeframe	34. June 2011, 35 June 2012
Officers	Manager Community Development, Forts Curator, Caretaker, Maintenance Leading Hand and Contract staff as required.

Naval Guns

To enhance and develop the area in and around the Naval Guns	
36. Beautify area (undertake design and creation of low maintenance gardens)	
37. Implement new displays, fitting within the theme as the opportunity arises and material becomes available	
38. Redesign SE Asia Memorial area and garden to increase the presentation and functionality of this area, especially for the annual SE Asia Memorial Service	
* Action 22 relates directly to this area as well as the Barracks	
Timeframe	36 – June 2011, 37 – ongoing, 38 December 2012
Officers	Manager Community Development, Forts Curator, Caretaker, Maintenance Leading Hand and Contract staff as required.

Former HMAS Perth Interpretive Centre

To create a more precise, detailed and visually appealing display by:	
39. Recreating displays to modern standards using existing material and additional interpretive signage;	
40. Installing a monitor screen with a direct link to the above and below cameras located on the HMAS Perth dive wreck;	
41. Install video loop or touch-screen of service history, sinking and current underwater footage (develop documentary).	
42. Revisit historical plans and develop a new interpretive centre building and displays	
Timeframe	39 – December 2009, 40 December 2010, 41 - December 2011, 42 - December 2012
Officers	Manager Community Development, Forts Curator and Contract staff as required.

Artillery Display Centre

Enhancing and expanding our current display of artillery	
43. Enhance links with artillery association and muzzle loaders	
44. Build shelter associated with current Nissan Hut to house additional restored pieces and displays	
45. Locate a further two 9lbs field guns to frame entrance to barracks and facilitate naval salutes	
Timeframe	43 – ongoing, 44 and 45 - June 2011
Officers	Manager Community Development, Forts Curator, Caretaker, Maintenance Leading Hand and Contract staff as required.

Modern Military/ Strategic Partnerships

Create a more precise and detailed interpretation of the Australian Modern Army	
46. Continue to seek the donation of a Leopard Tank and install in this area	
47. Rationalise displays in one area;	
Timeframe	December 2009
Officers	Manager Community Development, Forts Curator, Caretaker, Maintenance Leading Hand and Contract staff as required.

Enhance the sustainability of the Forts by developing partnerships and links with key agencies	
48. Investigate the potential for the relocation of reserve unit of the 11 th /28 th Battalion to the Forts – Present a feasibility report to council for consideration	
49. Strengthen links with Australian War Memorial, WA Military Museum and other historic military establishments around Australia	
50. Develop partnerships with local cadet units	
Timeframe	48 - December 2010, 49 and 50 ongoing

Enhance the sustainability of the Forts by developing partnerships and links with key agencies

- 48. Investigate the potential for the relocation of reserve unit of the 11th/28th Battalion to the Forts – Present a feasibility report to council for consideration
- 49. Strengthen links with Australian War Memorial, WA Military Museum and other historic military establishments around Australia
- 50. Develop partnerships with local cadet units

Timeframe	48 - December 2010, 49 and 50 ongoing
Officers	Manager Community Development, Forts Curator, Caretaker, Maintenance Leading Hand and Contract staff as required.

Guard House

To maintain and beautify this historic Forts building and increase traffic/pedestrian safety

- 51. Investigate feasibility of relocating gate attendant to guard booth and installing boom gate/barrier;
- 52. Redesign entry area including traffic flow, parking control and gardens while maintaining the heritage significance of the area

Timeframe	51 – August 2009, 52 - August 2011
Officers	Manager Community Development, Forts Curator, Caretaker, Maintenance Leading Hand and Contract staff as required.

Safety and Access

Ensure an acceptable level of safety and access for visitors while preserving and interpreting its heritage

- 53. Commission and complete safety report
- 54. Implement recommendations where feasible within resources available

Timeframe	53 - December 2009, 54 – Ongoing priority based implementation until December 2013
Resources	Project budgets, external grants
Officers	Manager Community Development, Forts Curator, Caretaker, Maintenance Leading Hand and Contract staff as required.

OTHER FOCUS AREAS

<p>55. Secure and archive loose items at Plantagenet Battery (lower Forts)</p> <p>56. Enhance and redevelop the current 'Padre White Memorial Display'</p> <p>57. Conduct an annual open day featuring re-enactments and other displays to co-inside with the opening of Princess Royal Fortress in the month of October 1893. (Noting that 2009 will be the 21st anniversary of the re-opening of the Forts as a heritage park)</p> <p>58. Identify and implement new displays as appropriate (for example a display in relation to the Boer War)</p> <p>59. Review the operation of the Carlyle's area with the aim of ensuring that the fees generated reflect the true cost to council of providing for the operation of the function facility as well as a reasonable rental return</p> <p>60. Undertake survey and research and develop a plan for the future presentation and opening of the Plantagenet Battery (lower Forts)</p> <p>61. Investigate and implement ways to increase the interrelation of activity and promotion between the operation of the Forts and the café, to the benefit of both areas.</p> <p>62. Undertake redesign of BBQ area to increase its attractiveness as a venue for family BBQ's.</p> <p>63. Complete works to BBQ area</p> <p>64. Undertake feasibility investigation and present business case if warranted in relation to further retail (merchandise sale) opportunities</p> <p>65. Where possible increasing the involvement of Schools in order to facilitate education of schoolchildren in relation to Princess Royal Fortress and the contribution and sacrifice of Australian and Allied Service Men and Women</p>	
Timeframe	55 - October 2008, 56 – July 2010, 57 - ongoing, 58 – March 2010, 59 – August 2009, 60 - March 2013, 61 March 2010, 62 – March 2013, 63 - October 2013, 64 -March 2011, 65 - Ongoing
Resources	Project budgets, external grants
Officers	Manager Community Development, Forts Curator, Caretaker, Maintenance Leading Hand and Contract staff as required.

Performance Measurement

A number of qualitative and quantitative measures will be utilised to measure the effectiveness of this strategy, they include:

- Quantitative feedback from community utilising the City's 'climate survey'
- Quantitative evaluation of achievement of strategy actions within given timeframes
- Qualitative evaluation by Councils Community and Economic Development Strategy and Policy Committee
- Qualitative evaluation through discussion, interviews and focus groups with groups, individuals and agencies
- Normative evaluation by officers
- Evaluation and feedback from reference groups such as Seniors, Youth and other relevant Advisory Committees.

Review

Manager Community Development and Executive Director of Corporate and Community Services to review on or before 30/6/2012