



Home Hill

Strategic Plan 2015-2018



Planning for the Future

Executive Summary

Situated in Devonport on the North West Coast of Tasmania is Home Hill, the home of former Prime Minister Joseph Lyons P.C. C. H., his wife Dame Enid Lyons AD GBE and their family. Home Hill is an important icon in Australia's political history and also portrays a political and personal snapshot of the life of a Prime Minister and his family.

In recognition of Home Hill as a historical icon of significance, the Devonport City Council and the National Trust Australia (Tasmania) developed in partnership a strategic plan for Home Hill to ensure a key element of Australia's political history is not lost to future generations.

In particular, this Strategic Plan provides a framework for the conservation and management of Home Hill for the period 2015-2018.

As part of the Committee's development of a Strategic Plan for Home Hill it has made a number of recommendations including the following:

- Review and implementation of ongoing maintenance program to ensure the structural integrity of Home Hill is not compromised; ✓
- Investigate heating and improved insulation options; ✓
- Prepare a plan for improved interpretation; ✓
- Investigate the existence of furniture and collection items for the house and possible acquisition options; ✓
- Investigate opportunities to restore the orchard; ✓
- Prepare a marketing and promotion strategy; and ✓
- Develop, implement and report findings of a comprehensive visitor feedback mechanism. ✓

Implementation

The Devonport City Council and National Trust Australia (Tas) will oversee the implementation of the Home Hill Strategic Plan.

A three year partnership agreement has also been negotiated and entered into between Council and the National Trust Australia (Tas) providing stability and the catalyst for long term structured and sustainable planning to be implemented.

Background

Home Hill was the home of former Prime Minister, Joseph Lyons P.C. C. H. and his wife Dame Enid Lyons AD GBE. The house was built by them in 1916, one year after their marriage, and except for a period of five years it remained their home for the rest of their lives.

Joseph Lyons was the Premier of Tasmania before entering Federal parliament. He was one of our longest serving Prime Ministers and co-founded the United Australia Party, which held government from 1931 through to 1941. Home Hill is especially significant to Tasmania's political history with Joseph Lyons being the only Tasmanian to be elected as Prime Minister of Australia. He passed away while still in office in 1939.

Dame Enid Lyons continued in the political footsteps of her husband when she entered Federal politics and became the first woman to be elected to the House of Representatives and the first female member of a Federal Ministry.

Home Hill was central to the personal and political lives of both Joe Lyons and Dame Enid. They referred frequently both publicly and privately as to its importance to them and to their family.

Home Hill, being the former home of two of Australia's most influential politicians, provides a unique insight and a glimpse into the personal

lives of these very public people. This rare and nationally significant site clearly demonstrates the political couple's dedication to family, the importance religion played in their lives and while holding high profile positions they felt more comfortable in modest surroundings.

Home Hill represents a historic moment in Australia's political history. Overlooking Devonport, the property is a superb federation style building with exquisitely kept gardens, heady vines of wisteria, and large mature trees. Home Hill is basically as Dame Enid left it and contains many interesting and historic mementos of the life of a Prime Minister and his family. The house and grounds are now owned by the City of Devonport and the contents by the National Trust.

In developing this strategic plan for Home Hill, the Devonport City Council and the National Trust Australia (Tasmania) have recognised the importance of ensuring a significant icon in Australia's political history is not lost to future generations. The strategy will also explore the potential for Home Hill to be developed as a cultural and historical tourist attraction for Tasmania.

Home Hill – *The preferred future*

The Home Hill Strategic Plan articulates a set of core values and principles that determines a preferred future for the sustainable prosperity of Home Hill Nationally significant heritage site. Home Hill will be a centre for excellence where the community and visitors to the City can experience Tasmania's contribution to Australia's political history through the lives of former Prime Minister, Joseph Lyons and his wife Dame Enid Lyons.

Guiding Principles

-  *To ensure the conservation and protection of Home Hill's history, collection, home and surrounding grounds, in accordance with international standards as outlined in the Burra Charter.*
-  *To secure a viable future for Home Hill by encouraging, where appropriate and strategic, the application of heritage initiatives that engage the community and visitors to Home Hill.*
-  *To use a dynamic range of interpretive information to highlight for residents and visitors the historical and cultural relevance of Home Hill.*
-  *To foster partnerships with key stakeholders to create a culture of cooperation and collaboration that will achieve positive outcomes for Home Hill.*
-  *To promote and celebrate the value of Home Hill's heritage assets in partnership with other relevant groups and agencies such as tourism organisations, schools and volunteer groups.*



Situation Analysis | *Working in partnership*



Partners in Ownership

Home Hill was built by Joseph and Enid Lyons in 1916. After Joe's death in 1939, Dame Enid remained in occupation until she herself passed away in 1981.

The Devonport City Council took over ownership of the buildings and property grounds in 1977. As requested by Enid Lyons, Home Hill was open to the public and the National Trust assumed responsibility for the contents of Home Hill in 1981 after her death.

The Role of Council

The Devonport City Council is responsible for the maintenance and development of the buildings, gardens and grounds at Home Hill.

The Council will work in partnership with the National Trust Australia (Tasmania) to ensure the historic condition of the buildings, gardens and grounds are sustained for future generations.

The Role of the National Trust Australia

The National Trust Australia (Tasmania) is responsible for the preservation, and conservation of all objects, furniture and interior display and exhibition.

The National Trust coordinates the marketing and promoting of the collection. The National Trust, through the appointment of a Property Manager (either paid or volunteer), coordinates the volunteers which oversees the day to day operation of Home Hill.

Stakeholders and Partnerships Analysis

Key Stakeholders

Devonport City Council
The National Trust (Tas)
The Lyons Family
Home Hill Volunteer Group

Current Partnerships

Prime Minister's Round Table Group
Other Prime Ministerial Homes
Tasmania State Government
Federal Government
Cradle Coast Authority
Other Devonport attractions
Other sites associated with the Lyons Family
(e.g. Catholic Church at Wynyard, Cemetery)
National Heritage

Potential Partnerships

UTas
State Government
Tourism Tasmania
Department of Education
Historical Houses Trust
Tasmanian Law Society
Tasmanian Chamber of Commerce
Spirit of Tasmania

Home Hill Conservation Principles

National Trust Australia (Tasmania) and the Devonport City Council are committed to the following policy principles relevant to the conservation of Home Hill.

The National Trust's collection management policies are based on the international standard as outlined in the Burra Charter.

- 1) The Home Hill precinct should be actively managed, so that its cultural heritage significance values as the home of Joe and Dame Enid Lyons are maintained and enhanced. This policy will require the maintenance and conservation of the external and internal fabric of the house, the maintenance and conservation of the furnishings and collections and the maintenance of the garden and grounds as recommended.
- 2) The Home Hill precinct should be interpreted, so that the visitor is provided with an understanding of precincts history and the contribution of Joe Lyons, Dame Enid Lyons and their family to public life in Tasmania and Australia.
- 3) The building fabric is to be conserved as it was during the later life of Dame Enid Lyons.
- 4) All works on the house, and any in the garden or grounds that cause further disturbance should be documented.
- 5) The gardens at Home Hill are to be maintained in the style adopted by Dame Enid during her later life.
- 6) The electrical, fire protection and security services continue to be maintained to a high standard.
- 7) Disability access to the house is to be maintained in accordance with the Disability Discrimination Act.

Home Hill SWOT Analysis

STRENGTHS

- › History
- › Structurally sound building
- › Location
- › Collection with direct provenance to the Lyons family
- › Lyons family members
- › Strong historical control
- › Active relationship between key stakeholders
- › Land area (access/events)
- › Ownership (partnership)
- › Fits Tasmanian Brand
- › Develop educational programs linking the site experience to current curriculum

WEAKNESSES

- › Political support
- › Lack of a conservation management plan
- › Need for a signage strategy
- › Limited interpretation
- › Maintenance of Land Area (financial resources)
- › Limited opening hours
- › Guided tours only
- › Due to internal nature of site – only small groups at any one time can experience
- › Insufficient financial resources for adequate marketing and promotion resources
- › No attraction specific business and marketing plan
- › Lack of community ownership
- › Lack of volunteer support

OPPORTUNITIES

- › Potential for development as tourism icon
- › National Heritage Listing
- › Interpretation of the property (medals & other memorabilia)
- › Links to former Stanley Lyons residence
- › Partnerships with other heritage attractions – Devonport in particular
- › Extension of opening hours
- › Development of a Heritage Trail
- › Anchor for tourist trail
- › New technology to create an interactive experience that will engage people in a personal way
- › Gardens & the land area of the property
- › Events venue
- › Partnership with Cradle Coast Authority, State & Federal Government
- › Grant funding
- › Potential to recoup financial resources through sale of land
- › Potential to develop catering facility

THREATS

- › Lack of funding
- › Tourism competitors in local/other regions
- › Volunteer numbers
- › Remaining relevant to the visiting public
- › Failure to meet the expectation of visitors with respect to opening hours
- › Staying relevant to the market given the move away from attractions that offer a passive experience to those attractions that actively engage visitors
- › Community apathy towards Australia's political history



Strategic Direction

Key Focus Areas

Objectives

Strategy Action Plan

Implementation



Key Focus Areas

- Infrastructure
- Preservation & Restoration
- Business Planning & Development
- Tourism Development
- Funding
- Partnerships
- Marketing and Promotion

Strategic Objectives

Strategic objectives have been developed for each of the key focus areas identified above to assist with mapping a clear path between the present state of Home Hill and the vision for the historic property's future. These strategic objectives have been developed to guide the future activities planned for Home Hill over the next 3 years. It is important to note that the strategic objectives and their associated actions do not stand alone. They are all to be part of an integrated approach.

Infrastructure	Strategic Objective <i>Develop and implement infrastructure initiatives that will ensure Home Hill is an aesthetically pleasant, safe and accessible place to visit.</i>
Preservation & Restoration	Strategic Objective <i>Ensure the conservation and protection of Home Hill's history, collection, home and surrounding grounds in ways that meet the highest professional practice.</i>
Business Planning & Development	Strategic Objective <i>Develop and implement sound business management principles and practices to ensure proposed initiatives contribute to the long term sustainability of Home Hill.</i>
Tourism Development	Strategic Objective <i>Maximise tourism opportunities by improving the quality of visitor experiences to match or exceed customer expectations.</i>
Partnerships	Strategic Objective <i>Identify and develop partnerships between key stakeholders, the Cradle Coast Authority, State and Federal governments.</i>
Funding	Strategic Objective <i>Ensure the long term conservation of Home Hill through the allocation of available resources in partnership with relevant funding bodies.</i>
Marketing & Promotion	Strategic Objective <i>Increase and improve visitor and community awareness of Home Hill through flexible and competitive marketing and promotion strategies.</i>

Strategy Action Plan

Strategic Objective 1: Infrastructure Development				
<i>Develop and implement infrastructure initiatives that ensure Home Hill is an aesthetically pleasing, safe and accessible place to visit.</i>				
Initiative	Description	Timeframe	Responsibility	Status
Review and implement ongoing maintenance program	Undertake necessary maintenance works to ensure the structural integrity of Home Hill is not compromised	Ongoing	Devonport City Council	Ongoing
Heating & Installation	Investigate heating options Investigate improved insulation	Short Term	Devonport City Council	Pending

Strategic Objective 2: Preservation & Interpretation

Ensure the conservation and protection of Home Hill's history, collection, home and surrounding grounds in ways that meet the highest professional practice.

Initiative	Description	Timeframe	Responsibility	Status
Plan for improved interpretation	Prepare an interpretation plan	Long Term	National Trust Australia (Tas)	Pending
Improve and develop path network		Medium Term	Devonport City Council in consultation with the National Trust Australia (Tas)	Ongoing
Improve Natural Lighting impacts	Install UV film on windows	Short Term	Devonport City Council	Pending
Source original items to add to collection	Investigate the existence of furniture and collection items for the house and possible acquisition options	Ongoing	National Trust Australia (Tas)	Ongoing
Restore and develop gardens	Refer to Botanical Gardens Plan developed in 2008 for Home Hill	Ongoing	Devonport City Council	Ongoing
Maintain current service level	For garden maintenance, plan, identify and prioritise garden enhancement and consider improvement	Ongoing	Devonport City Council	Ongoing
	Investigate viability of restoring rock pond	Medium Term	Devonport City Council & National Trust Australia (Tas)	Ongoing

Research and investigate potential for interpretation of other structures at Home Hill	Research and investigate restoring the water well	Long Term	National Trust Australia (Tas)	Ongoing
Orchard restoration project	Investigate opportunities for the orchard	Long Term	Devonport City Council and National Trust Australia (Tas)	Ongoing

Strategic Objective 3: Business Planning and Development				
<i>Ensure the conservation and protection of Home Hill's history, collection, home and surrounding grounds in ways that meet the highest professional practice.</i>				
Initiative	Description	Timeframe	Responsibility	Status
Undertake business planning and Development for Home Hill	Prepare a business plan	Short term	National Trust Australia (Tas)	Ongoing
	Prepare a marketing and promotion strategy	Short term	National Trust Australia (Tas) in liaison with Devonport City Council	
Volunteer management	Ensure the long term viability of volunteers by maintaining and developing relationships with the existing group and recruitment of new members as necessary	Ongoing	National Trust Australia (Tas) in liaison with Devonport City Council	Ongoing

Strategic Objective 4: Tourism Development				
<i>Maximise tourism opportunities by improving the quality of visitor experiences to match or exceed customer expectations.</i>				
Initiative	Description	Timeframe	Responsibility	Status
Operation and visitor management	The operation of Home Hill will be the ongoing responsibility of the National Trust in liaison with Devonport City Council	Ongoing	National Trust Australia (Tas) Devonport City Council	Ongoing

Strategic Objective 4: Tourism Development continued				
Initiative	Description	Timeframe	Responsibility	Status
Determine viability of projects relating to development of the land (attract funding)	Wishing Well Botanical Gardens Plan Sale of the excess land Maintain excess land of property for future strategic purposes	Long Term	Devonport City Council	Ongoing
	Develop a Master Plan for viable land use initiatives as identified above	Long Term	Devonport City Council	Ongoing

Strategic Objective 5 Partnerships				
Identify and develop partnerships between key stakeholders, the Cradle Coast Authority, State and Federal governments.				
Initiative	Description	Timeframe	Responsibility	Status
Identify and develop partnerships	Council and National Trust to continue ongoing partnership	Ongoing	Devonport City Council and the National Trust Australia (Tas)	Ongoing
	Explore potential partnership opportunities with the Cradle Coast Authority, State and Federal Governments	Ongoing	Devonport City Council and the National Trust Australia (Tas)	Ongoing

Strategic Objective 5		Partnerships continued		
Initiative	Description	Timeframe	Responsibility	Status
	Develop further opportunities for schools to include Home Hill as a part of the curriculum re Australia's Political History	Ongoing	National Trust Australia (Tas)	Ongoing

Strategic Objective 6		Funding		
Ensure the long term conservation of Home Hill through the allocation of available resources in partnership with relevant funding bodies.				
Initiative	Description	Timeframe	Responsibility	Status
Allocate funding and prepare budgets for Home Hill	Prepare capital budget on a project basis.	Annually	Devonport City Council and National Trust Australia (Tas)	Ongoing
	Prepare annual maintenance and operational budgets	Annually	Devonport City Council and National Trust Australia (Tas)	Ongoing
Source external funding	Seek funding support the from State & Federal Government	Ongoing	Devonport City Council and National Trust Australia (Tas)	Ongoing
	Identify funding opportunities	Ongoing	Devonport City Council and National Trust Australia (Tas)	Ongoing
	Submit funding applications for projects	Ongoing	Devonport City Council and National Trust Australia (Tas)	Ongoing

Strategic Objective 7 Marketing and Promotion*Increase and improve visitor and community awareness of Home Hill through flexible and competitive marketing and promotion strategies.*

Initiative	Description	Timeframe	Responsibility	Status
Develop and implement marketing strategies and promotion for Home Hill	Develop a marketing plan for Home Hill. This plan is to be linked in with marketing strategies developed in the proposed Strategic Tourism Plan for Devonport	Short Term	National Trust Australia (Tas) in consultation with key stakeholders and Devonport City Council	Pending
	Develop network with relevant Council Officers to improve promotional opportunities	Short Term	Devonport City Council and Home Hill Volunteer Group	Ongoing