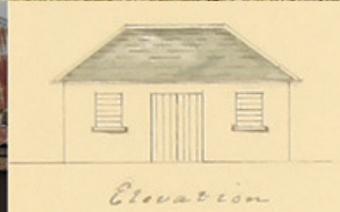




OATLANDS COMMISSARIAT PROJECT MASTER PLAN



SOUTHERN
MIDLANDS
COUNCIL



BRAD WILLIAMS – MANAGER HERITAGE PROJECTS – JANUARY 2013

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1. Introduction & rationale

In May 2012, Southern Midlands Council purchased 79 High Street, Oatlands – an 1108 square metre parcel of land, containing the former Oatlands Commissariat Store (the *commissariat*), the Oatlands Guard House archaeological site, and a c1870-1880s shop and cottage fronting High Street. Council had resolved to purchase the place based on the exceptional level of heritage value of the place and the desire to keep the place in public ownership and present it as part of a suite of the earliest government buildings at Oatlands (namely together with the Oatlands Gaol and Supreme Court House).

The commissariat is a large space in a very prominent position relating to High Street and has the remains of a massive baker's oven (c1880s) attached. The building offers significant potential to create meaningful public space with supplementary interpretation and possible reinvigoration of the baker's oven. Such a use would link with the original use of the building – i.e. provisioning the town. The shop and cottage offer potential to work as ancillary buildings in support of the use and interpretation of the commissariat and act as a gateway to the site. The building may also have commercial potential to raise revenue for the ongoing maintenance of the commissariat.

The site also has a high level of archaeological potential, being the site of the guard house (demolished c1975), the military sundial, sentry box and the convict stocks (a very unique type of archaeological site).

The site also includes a c1870s cottage with a c1880s shopfront, which occupy a prominent position in High Street and have the potential to act as a 'gateway' to the site.

Much planning work has been done in order to guide the restoration and redevelopment of the commissariat and site within the overall strategic framework of Southern Midlands Council and Council's Heritage Projects Program. The project master plan (the current document) aims to draw the broad recommendations and directions from the various conservation planning and strategic planning documents, and set goals and targets for the long-term management of the site. Whilst not a comprehensive master plan *per-se*, this document intends to cohesively introduce the concepts which need to be addressed in the overall planning and implementation of the project, and to provide a broad objective framework.

Endorsement of this document provides evidence that Southern Midlands Council is committed to the project as part of the wealth of historic heritage resources of the region.

2. The site and townscape context

The commissariat is owned by Southern Midlands Council, having been purchased from private ownership in May 2012. The site is approximately 1108 square metres, the main features are:

- The former Oatlands Commissariat Store (the *commissariat*) constructed in 1828
- Definite archaeological remains of the 1827 Oatlands Guard House.
- Possible archaeological remains of ancillary features such as the stocks, sundial and sentry box.
- A c1870s cottage with a c1880s shopfront extension.
- A massive c1880s bakers oven, attached to the commissariat and associated with the shop

All buildings on the place are in an advanced state or dereliction and immediate conservation actions are required in order to halt deterioration with the view of restoration. Accordingly, Council provided an addendum to the overarching heritage management document, the *Southern Midlands Historic Heritage Strategy 2009-13* to include initiatives around the conservation, restoration, interpretation and adaptive reuse of the place. This addendum proposed a series of conservation and planning documents to guide the future management of the place – with a Master Plan drawing these together.



Site plan, Oatlands Commissariat.

Townscape context

The commissariat is in the heart of the Oatlands Military Precinct – the area bounded by High, Church, Barrack Streets and the Esplanade, which was the first settlement site of Oatlands, and the area earmarked to become the centre of a much larger town. There are several buildings remaining from the precinct, most notably the Supreme Court House and the Oatlands Gaol, both also owned by Council. The Callington Mill complex - an 1837 windmill has been restored to working condition by Council, is also nearby. The Centre for Heritage at Oatlands, which incorporates the Heritage Education and Skills Centre (a not-for-profit business unit of Council) is also nearby. The site therefore is well placed as one of a suite of heritage attractions in Oatlands.



Locality plan of the commissariat in relation to other key heritage sites at Oatlands.

Town planning context

The Oatlands commissariat is listed on the Tasmanian Heritage Register, therefore subject to the provisions of the Historic Cultural Heritage Act 1995. Works to the site are subject to Part 6 of that Act, which requires works to be approved by the Tasmanian Heritage Council.

The place is listed on Schedule 4 (Buildings and Works of Historical Significance) of the Southern Midlands Planning Scheme 1998. This makes the site subject to the provisions of Part 10 of the scheme, which sets the planning guidelines for works on the place.

The place is also included in the Oatlands Historic precinct Special Area, therefore subject to the provisions of Part 9 of the Scheme.



The High Street frontage of the commissariat and shop/cottage (Photo A. Bewley).

3. Historical context

The history of the physical evolution of the commissariat has been documented in Conservation Management Plan (CMP) for the place (Williams & Townsend 2012). The following, is a brief chronology of the Oatlands Gaol taken from that document:

Before 1827, Oatlands was little more than a military outpost. But in March 1827, Lieutenant Governor George Arthur introduced sweeping reforms of the magistracy, dividing the island into nine police districts. Thomas Anstey was appointed Police Magistrate for Oatlands¹, and provided with an establishment of six constables, ten field police, and later a flagellator and chief district constable.²

A 'Return of Public Buildings pressingly required' of March 1827 lists Oatlands as needing a Jail, Court House and Military Barracks³. Establishments of similar nature were listed for Hobart, Launceston, New Norfolk, and Campbelltown; each new police district was to have a town central to that district provided with gaols, courthouses, etc. To provide the requisite buildings for the new establishment, the Royal Staff Corps under Lt Vachelle were sent to Oatlands in October 1827.⁴ A building program of this scale depended in part on the labour of the chain gang; for this reason, the first step was to build a log gaol to accommodate them. When Vachelle was ordered to

¹ Historical Records of Australia (HRA), Series 3 volume 5, p.609 Arthur to Bathurst 30.8.1829

² HRA Ser.3 vol. 7, p. 247 Statement of the Police Establishment 19.4.28

³ HRA Ser.3 Vol.5 p.709 'List of Public Buildings Pressingly Required in Van Diemens Land' 24.3.1827

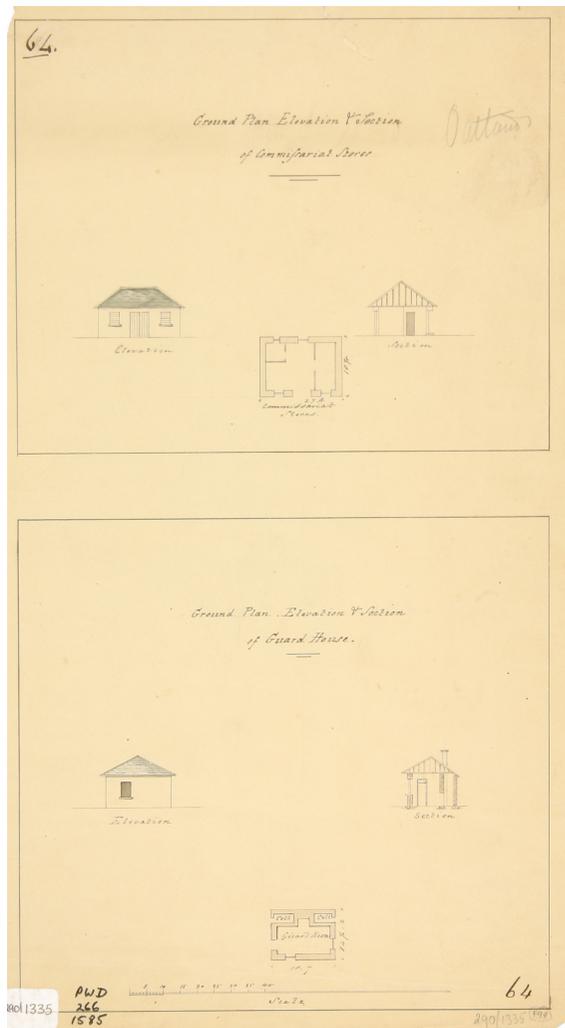
⁴ TAHO CSO 1/176/4296 p.185 Memo from CSO to Inspector of Roads, September 1827

proceed to Oatlands, his instructions were to build barracks and log gaols at both Campbelltown and Oatlands, as well as a 'Store for Lt. Vachelle'. By April 1828, the chain gang, along with the Royal Staff Corps, had the nucleus of the military precinct well underway, with houses for the gaoler, overseer, and commanding officer already finished. The soldiers' barracks were in progress, a number of huts were in use for the families of the Royal Staff Corps, and separate houses in progress for the non-commissioned officers. Also under construction at this point (April 1828) was the Commissariat Store and Guard House.⁵

The Commissariat was a vital element of the infrastructure needed to maintain a military and convict station at Oatlands. The stone structure was built to provide safe storage of the rations, clothing and equipment, without which the military and convict station could not function. The siting of the Commissariat and Guard House on an elevated location are probably by design, to enhance security.

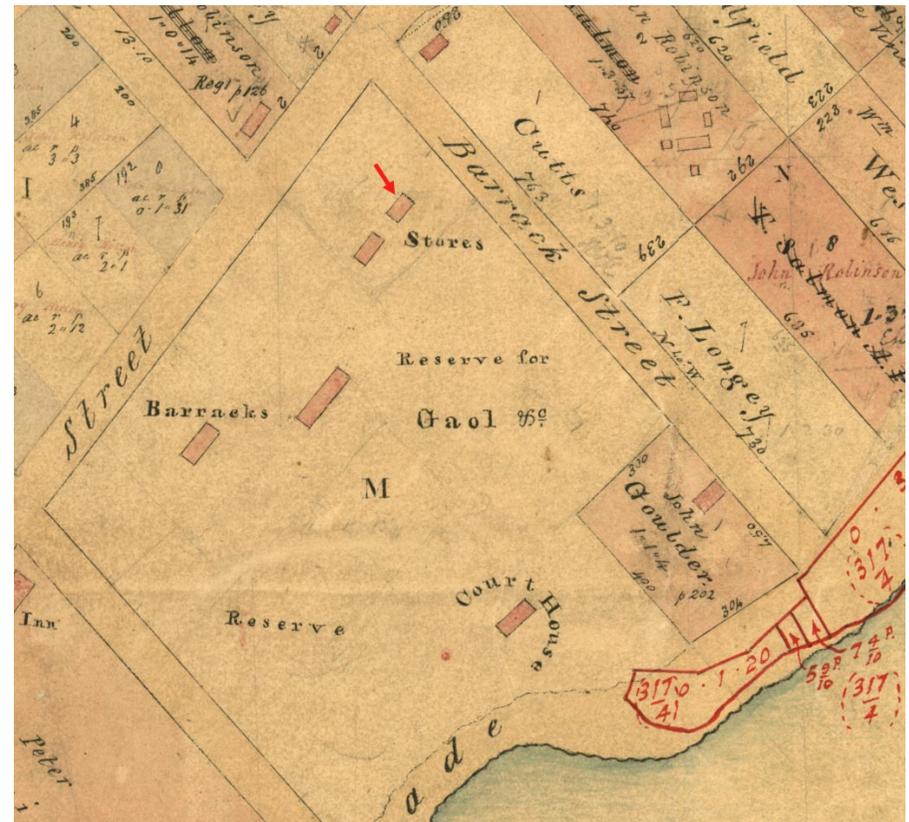
The early significance placed on Oatlands as being the central capital of the colony of Van Diemens Land is evident in the establishment of the military precinct – the area which accommodated the early government buildings. This region is the area traditionally bounded by High, Barrack and Church Streets and the Esplanade - which is now intersected by Campbell, Stutzer, Albert and Mason Streets.

⁵ *The Tasmanian*, 4 April 1828, p.3, col.1



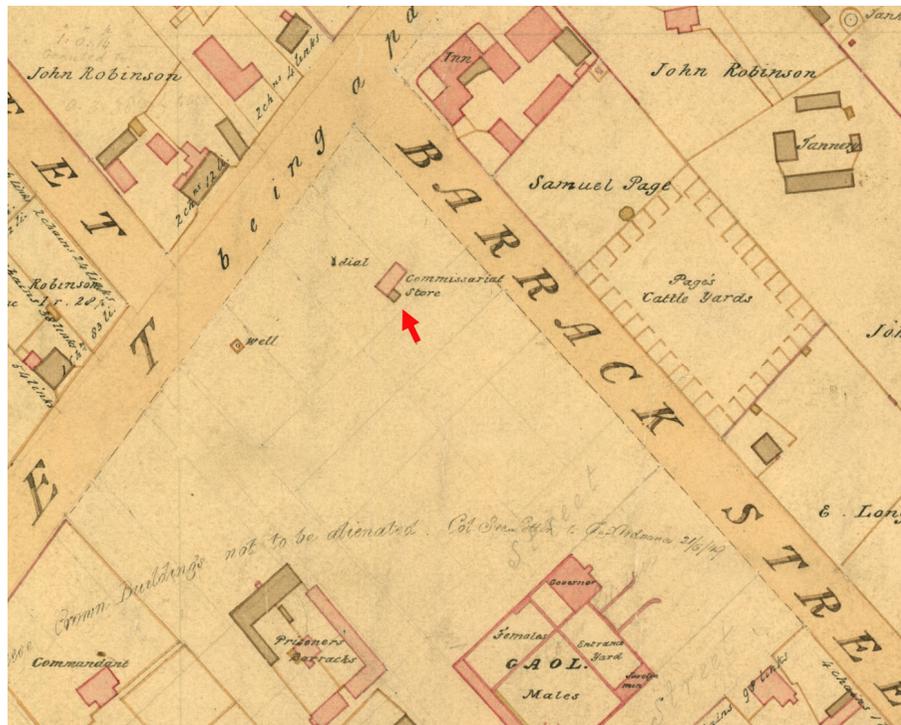
The 1828 plans for the Oatlands Commissariat and Guard House. Tasmanian Archive and Heritage Office PWD266/1585.

The earliest map of the precinct is Sharland's 1832 survey of Oatlands, which shows the Court-House, Commissariat Store, Guard-House, First Barracks and Officer's Quarters (all built 1828).



Excerpt from Sharland's 1832 survey of Oatlands, the commissariat denoted by the red arrow. DPI/PWE O/11.

The next survey of Oatlands was undertaken by James Calder in 1845, and shows the development of the precinct from Sharland's map. This shows the conversion of the first Barracks to a Probation Station (labelled Prisoner's Barracks), as well as addition of the Gaol (1837), Watch-House (1836), Superintendents and Roads Offices and Second Barracks (c1835) and a dozen ancillary buildings associated with the Barracks precinct and Officer's quarters (notable omission of the guard house).



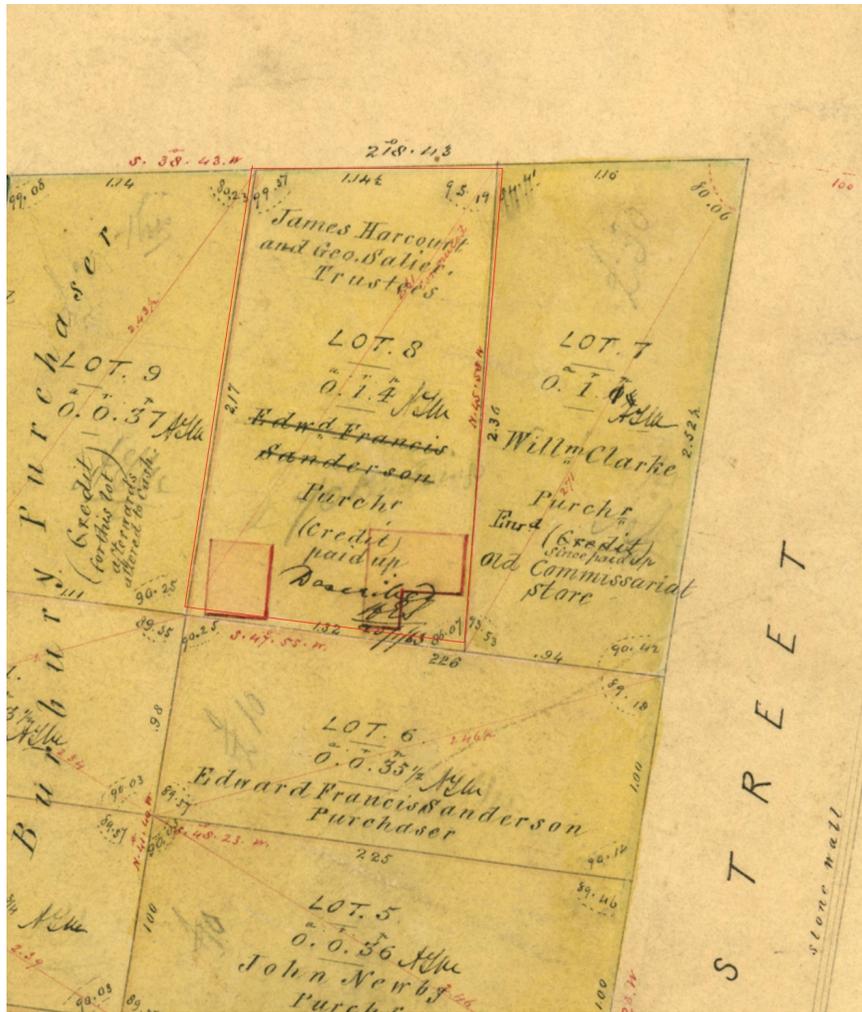
Excerpt from Calder's 1845 survey, the commissariat denoted by the red arrow. DPI/PWE O/21.

Despite being the major military centre of the interior through the 1830s and 1840s, the troop strength at Oatlands gradually declined, from 46 in 1844 to just 13 in 1852. With the cessation of transportation to Van Diemen's Land, the convict system was in decline, with the result being that government establishments such as the military precinct at Oatlands were no longer essential.

In February 1856, Brigade Major Colonel Perceval recommended the removal of the troops from Oatlands to augment Hobart, Launceston and Tasman's Peninsula. By the end of 1856, the dwindling forces in Van Diemen's Land meant that to maintain forces at Hobart, Launceston and Tasman's Peninsula, the Oatlands troops would have to be removed. Approval for this was given on the 12th December, 1856, thereby leaving most of the military precinct, including the Guard House and Commissariat Store, surplus to requirement.

In September 1859, Surveyor William Hogan was commissioned to survey the precinct, with the intention of dividing it into lots for sale by public auction (Figure 2.6). Hogan's field diary describes the Commissariat as being in good condition and valued it at £30. The Guard House is described as being in 'indifferent' condition and valued at £40.

The Commissariat and Guard House were purchased from the Crown by Edward Francis Saunderson, an ex-convict, now storekeeper. Saunderson died in June 1862, leaving the property to his daughter, Mrs. Mary Ann Fish.



Excerpt from Hogan's 1859 survey of the Oatlands Military Precinct, showing the study area outlined in red).
 DPI/PWE 89297 O/8.

The Fish family built a small cottage at the front of the allotment sometime in the 1860s-1870s, which was extended with a shopfront by 1885. By the same time, a substantial bread oven had been built attached to the former commissariat, which was then used as a bakery. The Fish family owned the property until the 1940s when it was sold to the Barwick Family. Various members of the extended Barwick family owned the property until 2003, when it was sold to Rose Glavin, then purchased by Southern Midlands Council in 2012.

The guard house was demolished in c1975, at the same time an extension was built at the rear of the cottage. As at 2012, all the buildings on the site are in a derelict condition and are uninhabited.



The guard house c1974 just prior to demolition.

4. Planning & management framework

Owned by Southern Midlands Council, the management of the heritage values of the place is governed by the *Southern Midlands Historic Heritage Strategy 2009-13*. The day-to-day management of the place is undertaken by Council's Heritage Project Officer and progress is reported to Council monthly through the Heritage Project Officer's report and objectives against the heritage strategy are reported to Council annual via the Heritage Program's Annual Report.



A c1970 photograph of the shop at 79 High Street with the commissariat in the background. National Library of Australia NLA PIC vn521-6051.

Conservation planning

When the property was purchased by Southern Midlands Council in May 2012, a conservation management plan (CMP) was commissioned prior to any works in order to guide works to the place as per heritage best-practice.⁶ Council endorse the approach to heritage as being consistent with the principles of the ICOMOS Australia *Burra Charter*, and accordingly the CMP is considered to be the guiding document for all approaches to the site.

The CMP has been endorsed by Council, and the recommendations adopted into strategic planning documents. References to these documents, and their recommendations, will be made where appropriate through the current document. The CMP is also intended to form the substantive basis for future works and development applications for the site to statutory authorities.

Strategic planning

The overall strategic management of the place, as per other Council heritage assets, is guided by the *Southern Midlands Strategic Plan 2013-18*. This document is produced by Council under the requirements of the *Local Government Act 1993*, and is supported by an annual operational plan, and is also linked to the *Southern Midlands Community Plan*.

⁶ Williams, B., Townsend A. (2012): *Oatlands Commissariat Conservation Management Plan*. Southern Midlands Council.

Heritage management is specifically guided by the *Southern Midlands Council Heritage Strategy 2009-13*⁷, which sets the goals and benchmarks for the heritage and heritage projects program. This document also links the gaol project to other Council heritage projects (i.e. Callington Mill, Oatlands Gaol and the Oatlands Supreme Court House), as well as larger regional heritage, tourism and education initiatives.

The commissariat project is also guided by the *Oatlands Integrated Development Strategy*⁸, and the forthcoming Midlands Economic Development Strategy which links the heritage projects of Oatlands with overall community and economic development initiatives of the wider region.

The current document aims to provide a broad, yet all encompassing directional framework for the future management of the commissariat and site, drawing recommendations and strategic directions from the abovementioned conservation planning and strategic planning documents. It is hoped that this document will assist Council with long term planning, and support budgetary decisions when scoping the priority and/or sequence of projects to meet these goals.

⁷ Williams, B. 2008: *Southern Midlands Heritage Strategy 2009-13*. Southern Midlands Council, Oatlands.

⁸ Farley, M. 2008: *Oatlands Integrated Development Strategy*. Creating Preferred Futures, Hobart.

5. The former commissariat store

The former commissariat store is a small classically Georgian building, originally symmetrical in form and has one main room plus two skillion additions (one dating from pre-1845, the other post-1859). The main room is a large 5metre x 10 metre space and was originally divided into three spaces by lightweight partitioning.



Façade of the commissariat (Photo A. Bewley).



Inside the commissariat (Photo A. Bewley).

The building was constructed to securely house the provisions for the military and convict establishment at Oatlands. It was later (c1880s) converted to a bakery. A massive baker's oven is partially extant on the southern end of the building.

Southern Midlands Council has committed to the restoration of the building – as resources allow

The *Oatlands Commissariat Management Plan* identified and prioritised the works necessary for conservation of the building, and some urgent and critical stabilisation works have been identified as immediately necessary to halt deterioration of the building. In particular, the timber skillion at rear is at imminent collapse and is rated as being of very high significance (being a very rare and early timber building). The *Southern Midlands Historic Heritage Strategy 2009-13* sets strategic and prioritised goals for the restoration, interpretation and reuse of the building. Restoration and use of the building, can progress as a standalone project (e.g. in the absence of works to the shop and cottage at front, however the long-term management of the site should essentially be as a whole entity – and the CMP identifies that the shop and cottage would best be used as ancillary support buildings for the use and interpretation of the commissariat.



Southern wall of the commissariat (Photo A. Bewley).



Pre-1845 timber skillion of the commissariat – one of the earliest timber buildings in Oatlands (Photo A. Bewley).



Remains of the c1885 baker's oven (Photo A. Bewley).

Opportunities:

The commissariat provides a significant opportunity for adaptive reuse of a substantial and centrally located heritage building. The building is located in a prominent position in the commercial centre of Oatlands, and is in an elevated position to as to command attention. Whether such a use is full public access, commercial operations, heritage administration, or a combination of any of the above, the building is well placed for adaptive reuse. Some suggestions may be:

- As a display space as an adjunct to the nearby Oatlands Supreme Court House and Gaol. Interpretation could focus on the Military Precinct, provisions, food etc.
- As a training case-study and site for the nearby Heritage Education and Skills Centre (See discussion below).
- As a teaching/learning space for heritage/museum skills.
- The baker's oven has the potential for training and community use, particularly exploring linkages with nearby Callington Windmill.

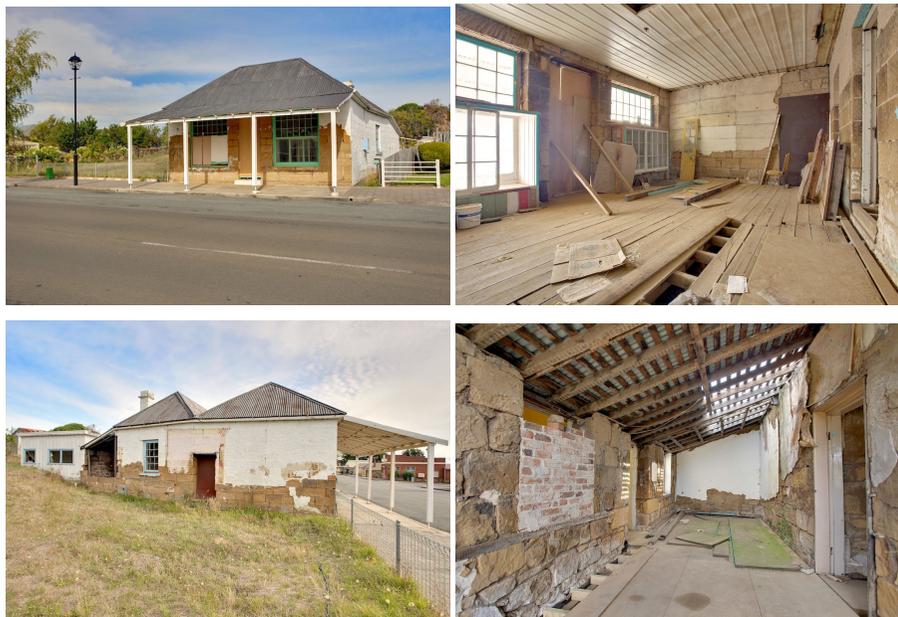
The CMP further details the opportunities presented for the building, alongside conservation policies to ensure that any future use is compatible with best conservation practice.

Objectives:

- Complete the restoration of the commissariat as per the recommendations of the *Oatlands Commissariat Conservation Management Plan*.
- Develop a use plan for the building, and if necessary a business plan for any commercial uses identified (within the parameters of the CMP). Seek partnerships and linkages with other appropriate projects/organisations.
- Develop an interpretation plan for the building, within the context of the overall Oatlands Military Precinct, the use/business plan and other local heritage sites/initiatives.
- Seek external funding wherever possible towards the restoration and interpretation project. Pursue partnerships where appropriate.
- Consider the idea of reinvigorating the baker's oven for community use, such as by an 'Oatlands Community Oven' project.

6. The shop and cottage

The High Street frontage of the site is occupied by a small cottage (c1870s) and shopfront (c1880s). Whilst this building is of overall secondary heritage interest on the site (as compared to the commissariat and guard house site), the CMP has assigned a high level of significance to the buildings in their own right as representing the post-military domestic and commercial expansion of Oatlands. Note that the cottage has a large c1970s extension at the rear which has been considered by the CMP as intrusive and should be removed.



The shop and cottage in front of the commissariat – showing advanced state of decay (photos A. Bewley)

The building is in an advanced state of dereliction and Southern Midlands Council has committed to the restoration of the building – as resources allow. The *Oatlands Commissariat Management Plan* identified and prioritised the works necessary for conservation of this building also – as the *Southern Midlands Historic Heritage Strategy 2009-13* deals with the site as a whole – it being recognised that the shop and cottage are a part of the broader spectrum of the heritage of that site, and indeed this building offers opportunity to provide ancillary and support infrastructure for the commissariat and wider site.

The CMP discusses the difficulty in providing certain visitor and site user services within the commissariat (or elsewhere on the site) – for instance toilets, catering facilities and office, accommodation and general visitor services spaces. The CMP advocates a minimalist approach to the restoration of the commissariat – promoting passive interpretation and presentation of the building in a ‘stabilised semi-derelict’ state (subject to final use/business plans). Accordingly more modern, vibrant and intrusive facilities might be installed in the shop and cottage to ease pressure on the commissariat building.

The building may also offer commercial possibilities as an income stream to support the conservation and management of the wider site.

Opportunities:

The shop and cottage provides a significant opportunity for adaptive reuse of a substantial and centrally located heritage building – and which might provide ancillary services for the commissariat and wider site.

- To provide a space for toilets, commercial kitchen and visitor services (interpretation etc.) in support of the commissariat.
- As a training case-study and site for the nearby Heritage Education and Skills Centre (See discussion below).
- As commercial space whereby economic returns could be channelled into the conservation and interpretation of the wider site (e.g. the commissariat).

The CMP further details the opportunities presented for the building, alongside conservation policies to ensure that any future use is compatible with best conservation practice.

Objectives:

- Complete the restoration of the shop and cottage as per the recommendations of the *Oatlands Commissariat Conservation Management Plan*.
- Develop a use plan for the building, with particular focus on utilising it as support for the commissariat and wider site and if necessary develop a business plan for any commercial uses identified (within the parameters of the CMP). Seek partnerships and linkages with other appropriate projects/organisations – with preference to community organisations.
- Seek external funding wherever possible towards the restoration and interpretation project. Pursue partnerships where appropriate.
- If use as support infrastructure for the commissariat is not viable/desirable, then seek to use the building for commercial purposes with any profit being channelled into the conservation and interpretation of the commissariat and wider site (note that a private commercial operator may also be able to provide visitor services to the commissariat – hence offsetting running costs).

7. The grounds

The commissariat is situated at the very rear of an 1108 square metre parcel of land in the commercial centre of Oatlands. The shop and cottage are right on the High Street frontage. There is a large garden area between the commissariat and street (beside the shop and cottage). This has been roughly terraced, has unkempt garden beds and is currently not very inviting.

As described above, the shop and cottage have the potential to act as a 'gateway' to the commissariat. The garden area has potential to provide public outdoor open space for site users and visitors.

It must be remembered that the commissariat was situated on a hill in order to maximise natural surveillance, and any landscaping of the site should take a minimalist approach (further discussed in the CMP). Simple lawns leading up to the building is considered to be appropriate – in conveying the notion of surveillance and maximising the open space available.

As per below, there is also the possibility of incorporating interpretation in this area – although keeping in-mind the minimalist approach as advocated here and in the CMP. Buildings in the frontage should be discouraged (however consideration of the provision of shade may be necessary).



Sweeping frontage to the commissariat from High Street (Photo – A. Bewley).

Opportunities:

The commissariat grounds provide a significant opportunity for meaningful public open space – and a minimal approach to their landscaping would assist in emphasising the meaning of the commissariat. Specific opportunities include:

- Lawned areas for passive recreation (e.g. seating, picnics, markets etc.)
- Incorporation of interpretive media.
- Utilisation of in-situ archaeological remains in interpretation.
- Possibility of a small kitchen garden associated with the cottage which may link into the theme of food and baking which may be presented in the commissariat (with the baker's oven).

Objectives:

- Complete a very basic landscape plan which draws on the policies of the CMP to develop simple and minimalist landscaping for the site.
- Incorporate methods for making the site more inviting, such as de-cluttering and removal of physical barriers (e.g. terraces and fences).
- Encourage passive recreational use of the grounds.
- Incorporate the possibility of exterior interpretation in the interpretation plan.

8. Archaeology

The 1828 Oatlands Guard House once stood beside the commissariat until its demolition around 1975. A recent research design for the archaeological investigation of this site indicates that it has significant archaeological potential to yield remains that have substantial research and interpretation possibilities.⁹ A test-trench has confirmed substantial remains of the guard house just below ground level.

There is also the possibility that the site has archaeological remains relating to the sentry box, sundial and stocks which are likely to have been on that site during the military occupation.



Archaeological remains of the guard house – the commissariat in the background (Photo A. Bewley).

⁹ WILLIAMS, B. (2012): *Archaeological Test Trench Research Design, Oatlands Guard House 1828, 79 High Street, Oatlands*. Southern Midlands Council.

Opportunities:

The archaeology of the site provides a number of opportunities to yield further information about the site (as per the research design) and to supplement the interpretation of the overall place (and wider military precinct).

- 'Regaining' a tangible part of the guard house for interpretation.
- Yielding of research potential which may supplement our current knowledge of the site and historic uses/users of the site.
- Utilisation of in-situ archaeological remains in interpretation.
- Incorporation of training (e.g. archaeological field schools) in archaeological investigations (noting that SMC run an annual 3-week archaeological program, where around 40 students have participated in fieldwork over the past three years).

Objectives:

- Undertake archaeological investigations according to best-practice industry standards.
- Incorporate training and public involvement in archaeology programs (e.g. through universities and/or the Heritage Education and Skills Centre).
- Attempt to value-add to the site through the investigation and interpretation of archaeological remains (whether in-situ or through unearthed artifacts and end-product of research).

9. Linkages with other projects

The *Southern Midlands Council Strategic Plan 2013-18*, the *Southern Midlands Heritage Strategy 2009-13*, the *Oatlands Integrated Development Strategy*, and the forthcoming *Midlands Economic Development and Land Use Strategy* all detail the general linkages between the Oatlands Commissariat Project, and other heritage (and non-heritage) projects which may influence or value-add to any of those projects. There is considerable benefit in aligning the project with other established, and planned projects, such as:

The Callington Mill Complex

The 1837 Callington Mill is located just to the North of the commissariat and is has recently undergone a \$2.4m restoration and precinct development project, in order to establish the site as a fully operational windmill complex, which also houses the local visitor information centre. Linkages with this site would allow the commissariat site to ride on the significant momentum of this project.

The Oatlands Gaol

The Oatlands Gaol and Gaoler's Residence has recently undergone a \$1m restoration project to establish that site as a small museum and outdoor interpretation space, as well as adaptive reuse of part of the building to house Council's Heritage Program offices, laboratory and store, as well as student accommodation associated with the Heritage Education and Skills Centre.

The Oatlands Supreme Court

Located adjacent to the Oatlands Gaol is the Oatlands Supreme Court (1828). Southern Midlands Council has undertaken restoration of that building and the installation of interpretation as a small museum space (\$200k spent to-date). The linkages between the Supreme Court House, gaol and commissariat are obvious – as the key remaining publicly owned and accessible buildings of the Oatlands Military Precinct, and these three sites have collective potential to value-add to the experience of each other.

The Centre for Heritage at Oatlands – Heritage Education and Skills Centre

The Centre for Heritage at Oatlands – Heritage Education and Skills Centre (HESC) is located at 73 High Street, Oatlands (nearby the commissariat). HESC deliver short training courses in heritage trades skills and restoration and the commissariat and shop/cottage at 79 High Street are considered to be prime candidates for hands-on training. For instance, the timber skillion of the commissariat could be used in the HESC timber building repair course, the commissariat could be used as a subject for re-pointing and render/plaster work for a variety of courses, and the site has already been incorporated into the archaeological survey and conservation management planning course, with very positive student feedback

Opportunities

Every opportunity should be taken to link the overall Oatlands Gaol project with other heritage initiatives in the town, as well as exploration of thematic linkages with heritage attractions outside the region.

The commissariat, shop and cottage, as well as the archaeology of the site, provides an opportunity to incorporate heritage trade skills programs, and archaeological training programs through the Heritage Education and Skills Centre (or similar body).

Objectives

- Foster marketing of the Oatlands Commissariat visitor experience alongside Callington Windmill, Oatlands Gaol and the Oatlands Supreme Court House, and seek opportunities for other linkages.
- Develop an archaeological program for the site (focussing on the Guard House) in partnership with Universities and/or through the Southern Midlands Heritage Training Centre framework.
- Seek to utilise the commissariat, shop and cottage restoration as the site of trades training programs, through the Heritage Education and Skills Centre.

10. Summary and timing of objectives

The following table provides a summary of desired objectives, as detailed in the conservation and strategic planning documents, and compiled in the current document.

	Works	Interpretation	Training	Use/business plan
Commissariat	Essential stabilisation, cosmetic works and fitout as per the recommendations and priority timings of the CMP and as funding allows.	Develop and implement an interpretation plan, which also considers interpretive landscaping in the yard and in-situ interpretation of archaeology.	Incorporate training aspects in the works program in-line with the curriculum and course timing of HSEC.	Develop use plan to maximise public access, use and interpretation, as well as linkages to other sites and attractions (regionally and thematically). May include 'Community Oven Project' or similar.
Shop/cottage				Seek to utilise as ancillary support for the commissariat and wider site, or otherwise commercial use with any profits channelled into conservation and interpretation of the wider site.
Guard house and remainder of site	Develop and implement a detailed archaeological management plan and landscape plan.		Develop and implement an archaeological training program as part of SMC's summer archaeology programs.	Encourage passive recreation in the grounds.

The following table considers the timing preconditions against the overall objectives of the Oatlands Commissariat Project Master Plan, and proposes a timeline of implementation, based on a commencement date of July 2013 for the project – to be undertaken over an eighteen month period. If funding is not secured by that time, then the start date will need to be pushed forward.

	Timing	Jul 2013	Sep 2013	Oct 2013	Dec 2013	Jan 2014	Mar 2014	Apr 2014	Jun 2014	Jul 2014	Sep 2014	Oct 2014	Dec 2014
Project component	Commissariat, shop and cottage works program (as per CMP timing)	Finalise specifications, lodge DA and Works App.		Award tenders. Undertake demolition works and site prep.		Undertake remedial and restoration works to buildings. Liaise with HESC for incorporation with courses.				Implement adaptive reuse fitout as per business plan.		Ongoing operation as per business plan	
	Archaeology	Develop detailed archaeological management plan, incl. research design and method statement.			Implement archaeological works as part of 2014 summer season			Writeup of archaeological reports, refine into interpretation planning					
	Interpretation			Undertake public consultation on end-use and interpretation concepts.		Develop interpretation and landscape plans, informed by archaeology		Formulate interpretation plan		Implement interpretation.			
	Business planning					Develop business plan based on public consultation							

11. Financial considerations

Given the initiatives described above, it is possible to provide an estimate of the financial inputs required for the realisation of the Oatlands Commissariat Project. . The following table will provide a basis for determining an overall project cost. The following points must be considered when reading the estimates below:

- These costs are mostly estimates only (some are based on quotations), they have been estimated by a team of heritage and building professionals and where possible based on comparisons with other projects.
- Restoration costs may be decreased if it is possible to utilise part of the work as training opportunities (in fact this may result in some income).
- Archaeological costs are an estimate, based on similar projects and expected time requirements. This estimate has been developed in conjunction with an experience archaeological consultant. However, until a greater knowledge of the archaeological resource is known, this can only be treated as a conservative estimate.
- Similarly until the full interpretative potential of the site, and as guided by any business plan, is known, then interpretation costs are an estimate.
- These estimates do not consider ongoing maintenance, operations, staffing costs etc. These will need to be considered as part of the business plan.

The following table reflects the costs envisaged with this portion of the project (priorities are as defined in the CMP based on a conservation perspective). **Note that the financial figures are commercial in confidence and must be removed from any public copy of this plan as inclusion may prejudice future tendering processes:**

	Element and work	Methodology	Indicative \$	Note	Priority
Cottage					
Exterior					
General	Strip paint off sandstone	Non-abrasive methods to be used. Chemical stripper and water blasting recommended. Treat with neutraliser after work.		Estimate only. Actual cost will depend on results of test patches to determine difficulty in paint removal.	1
	Repair eaves and fascias	Seek to retain as much original fabric as possible. Any replacement to be like for like materials and profiles.		Allow for 40% replacement.	1
	Repair roofing and rainwater goods.	Re-sheeting skillion (including sarking), new galvanised ogee-profile guttering (guttering already on-site), four new round galvanised downpipes connected to street, repair valley gutter between two hips, install rolled flashings to barges on skillion and aprons and stepped-lead slashings to two chimneys.			1
	Make good chimneys	Re-point in lime mortar. Select replacement to damaged cornice.			1

	Demolish skillion	Demolish all additions to rear of c1870s skillion. Remove concrete foundation. Asbestos removal by qualified persons only.		Although this is not considered urgent, the presence of this skillion renders it impossible to undertake essential works to the c1870s cottage skillion which it has partially obscured.	1
	Make good existing air-drains and underfloor vents	Air drains added c2005. Check functionality and make-good. Existing concrete blocks may be re-used.			1
	Repointing and select stone replacement	Re-point with lime-based mortar. Only replace stone which has structurally failed, otherwise re-face or utilise indent repairs to maximise amount of retained original fabric.		Allow for 5% stone replacement (excluding western elevation).	1
	Painting of joinery and roof	All joinery to be painted with oil-based paints. Roof may be painted with an appropriate acrylic.			1
Western elevation	Façade stonemasonry	Rebuild façade up to one stone below lintel height with like for like stone and surface treatment. Allow for 2 new windowsills. Recycle as much stone as possible (e.g. by re-tooling lost faces).			2
	Veranda	Reinstate early slope of veranda (consistent with roof pitch as evidenced by historic photos) - utilise most existing timber. Remove modern post stirrups and replace with stone.			3
	Door and windows	Re-fit and make-good front doorway.			1

	Footpath	Remove concrete and install sandstone paving. At the very least remove 300mm of concrete adjacent to the wall and install air-drain.			3
Northern Elevation	Rebuild missing sections of wall	Construct timber stud walls internally with outer skin of new sand stone.			1
	Supply & install new window	Replicate windows from front section of c1870s cottage. Although this was formerly the location of a chimney, it is considered more conducive to use of the place to install a window in this location.			2
Eastern elevation	Install new door and 2 new windows	Recycle door from rear (c1970s) skillion. Fit new door and window frames, reveals, beads etc. based on style of elsewhere in the building.			1
Internal	Make good floor framing	Existing recent treated pine framing is considered adequate with some minor finishing works.			2
	Supply, fit and finish floorboards	Use dry Tas-oak 150x19mm butt-jointed boards. Leave saw marks in upper face and sand lightly. All floors to be finished in beeswax and gum-turps finish.			2
	Desalination of walls	Westox 'cocoon' method prior to plastering			
	Plaster	Traditional 3-coat lime-based hard plaster to all walls except new stud wall in skillion which may be sheeted and skim-coated. Plasterboard ceiling in skillion with skim coat. Repair arras and fine detail moulds where possible and replicate where missing (e.g. adjacent to window beads and chimney			2

		breast staffs).			
Internal painting		Traditional distemper to plaster surfaces. Milk paint and beeswax finish to all joinery.			2
Wallpaper replication in 1 room		Replicate earliest layer of paper from evidence.			3
Reinstate all staff beads		Repair beads where intact. Introduce new beads based on original profiles where missing.			2
Reinstate skirting boards		If no evidence of original mouldings can be found (there may be samples displaced on the site) then use typical Victorian profiles.			2
Reinstate windows to former façade of cottage (current internal wall)		Style to be replicated from side windows.			2
Clean and paint shop ceiling		Undertake paint scrapes to ascertain original paint type and colour.			2
Make good shop display cases		Tidy-up recent joinery. These cases may be temporarily removed to facilitate other works if necessary.			2
Reinstall shop shelving		Currently stored in back room			2
Re-fit doors etc.		All doors are currently stored on-site and are in good condition. Some minor modification may be required to make serviceable. Retain any significant fittings, or if these are absent or beyond repair - replace with reproduction fittings.		Includes \$500 allowance for hardware	2

	Fit bathroom to rear skillion	If desired, reinstate wall on original line in c1870s skillion and fit bathroom facilities to southern rear-room. Another alternative (depending on end-use) is to install a facilities block in a small outbuilding to the immediate rear of cottage (although bearing in-mind policy of minimal outbuildings).			3
	Electrical	Complete re-wire, new service connections, fittings and heating (subject to requisites of end-use).			2
	Install kitchenette to rear skillion room	Extent, layout and detail of any kitchen will be subject to end-use.			3
	Total cost estimate for cottage and shop				

Commissariat					
Exterior					
General	Pointing	In areas which are not to be repaired (pointing to repaired areas included in repair costs)			1
	Limewash	Paint all masonry with at least three coats of limewash. Forward maintenance plans should include re-coating every three years.		Archaeological and historical evidence confirms that the building was limewashed originally.	2
	Repair roofing and rainwater goods	Re-sheet southern face and skillion with short-sheet corrugated galvanised iron. Install sarking to new areas of sheeting. Install new ogee-profile guttering and four downpipes with connection to street. Apron and stepped lead flashing to three chimneys. Re-screw all sheets. New roll-top ridge to southern hip.			1
	Repair fascias and barge boards	Seek to retain as much original fabric as possible. Any replacement to be like for like materials and profiles.		Allow for 50% replacement.	1
	Painting of joinery	Use only oil based paints			1
Western elevation	Façade stonemasonry	Rebuild blown out section over and around front doorway. Make-good timber lintel. Remove cement render. Repoint and make good.			1
	Front door	Reconstruct and fit replica front doors. Design may be ascertained from early elevation or comparative study of similar buildings.			1

	Reinstate Louvre windows and add secondary glazing to interior	Retain as much original fabric of window frames and louvre supports as possible. Retain and protect early surface finishes. Insert frameless (or subtly framed) fixed glass panels to interior.			1
Southern elevation	Patch wall at junction of bread oven and commissariat	Severe damage to stone from water ingress from roof and inadequate rainwater goods. Will require substantial rebuild to a small area.			1
Eastern elevation	Repointing and select stone replacement	Re-point with lime-based mortar. Only replace stone which has structurally failed, otherwise re-face or utilise indent repairs to maximise amount of retained original fabric.		Allow for 5% stone replacement	1
	Install new back door	Style of new door to suit end-use function (e.g. may have glazing) and/or be styled on doors from that period (i.e. post-1859).			2
Internal main commissariat room	Engineer assessment of roof	The original ceiling height of the main commissariat room has been raised by around 400mm. Original ceiling members have been removed. New and more slender ceiling members have been installed, and initial inspection suggests insufficient collar ties are present on the roof members, which has caused some roof-sag and pressure on the front wall (as evidenced by blown out section around door).			1
	Allowance for engineer recommendations				1
	Thorough clean				

	Select repair of ceiling and plaster	As a minimalist approach to refurbishment of this room should be taken (subject to end use) then initially only a clean and repair of very deteriorated elements will be undertaken. This will mostly address damage from damp.			2
	Install insulation to whole building roofspace				3
	Allowance for electrical work, including heatings, fittings, security and fire protection systems (whole building)	Final configuration of lighting, heating, plumbing etc. will be subject to end-use.			2
	Allowance for plumbing				2
Stone skillion	Make-good stone in fireplace and brick hob	Repoint and select stone replacement			2
	Thorough clean	As a minimalist approach to refurbishment of this room should be taken (subject to end use) then initially only a clean and repair of very deteriorated elements will be undertaken. This will mostly address damage from damp.			2
	Fit new window to rear	Style of window to be consistent with typical c1860s ancillary building windows - probably a four-paned timber-framed casement.			2
	Chimney repairs	Re-point and cap (if desired).			1

Timber skillion	Framing repairs	Jack up and repair all framing timber with new bottom plates. Splice in new bottoms of studs. Completely replace southern wall (except for skillion end which may be repairable). Infill 2/3 of removed northern wall (retaining original door aperture). All traditional timber jointing methods to be used.		Extreme urgency to undertake this work, or this very fragile and very early timber section of the building will be lost.	1
	Repair (where possible) split timber cladding. Replace where missing.	Match with the small remaining section on internal wall between timber and stone skillions (originally an external wall).			1
	Install new window	Style to be determined by comparative analysis of c1840s timber buildings.			2
	Repair original ceiling.	Split palings to be matched like-for like and limewashed. Retain early limewash finishes where feasible.		Allow for 33% replacement	2
	Plaster stabilisation and repairs	The original rear wall of the commissariat has been plastered when the pre-18454 addition was built. Most of this plaster remains, although some has been lost through damage from damp.			2
	Reinstall brick-nogging (including sourcing bricks	There are some remains of early brick nogging in this room, suggesting that the room was framed, nogged and then just limewashed or wallpapered. Allowance made here for replicating brick-nogging where missing.			2

	Make-good rough cut doorway from main commissariat room.	A rough doorway has been cut in the original rear wall of the commissariat into this room and is currently boarded up. This is a very early aperture as evidenced by the early wallpaper and joinery within it. Allowance made here either for making-good and re-opening the aperture, or covering in a reversible manner (subject to end use of the building)			3
	New floor	Will need to be based on archaeological investigation to determine the nature of the floor (e.g. timber or stone) - cost similar in either case.			2
	Replacement interior joinery (and matching early paints)	Preferably based on evidence of any original which may be found in strip-out of building			2
Bread oven	Repairs to stone walls	Select repairs to degraded stone - allow 25% replacement. Also insert stainless steel ties into stonework to pin skins together.			1
	Reinstatement of body of oven	Clean out debris. Reinststate double skinned brick dome over ovens. Fill structure with sand to promote thermal mass. Make good chimneys.			1
	Thorough cleaning and make-good existing doors and fire box				2
	Rebuild skillion roof over oven	Photographic evidence shows a simple timber framed skillion with an iron roof over the oven. Although this has an awkward junction with the commissariat roof, reinststate to original lines.		These works are considered to be of the most extreme urgency as they are allowing	1

	Rebuild roof structure at junction of oven to commissariat	Owing to the junction of the oven roof, and subsequent loss of that roof and consequent water ingress, substantial decay of this part of the roof has occurred. Reinstate using as much original fabric as possible, however substantial new fabric will need to be introduced to make good extensive damage.		substantial water ingress into the oven and building and rapidly accelerating decay - if not undertaken then the southern end of the building and oven may soon be irreparable.	1
Outbuildings	Iron garage	Demolition			3
	Privy	Remove vegetation, make good stonework, re-roof.		Lilac plant is destroying the building. Neighbour is concerned about collapse onto adjacent property.	1
Site generally	Landscaping				2
	Fencing				3
Total cost estimate for commissariat, oven, site works and other outbuildings					