Heritage Management in Australia and New Zealand: The Human Dimension (2nd edition)
Editor: C. Michael Hall and Simon Macarthur.
Publisher: Oxford University Press, Melbourne, 1996.
Paperback, 314 pp., illustrated (black and white), rrp $34.95.

Heritage Management in Australia and New Zealand: The Human Dimension asserts up front that it is not about the identification, documentation and assessment of heritage places, but instead focuses attention on the use of heritage resources by people: 'the human dimension' of the subtitle. This is an admirable perspective. It is very true that by focusing on the physical resource, heritage managers often lose sight that heritage is not only socially and politically constructed, but also that it is contested by different interests. The people-oriented aspects of heritage management merit fundamental incorporation in the processes of the trade. The people-orientation directs attention to the purposes for which we conserve heritage, with consequences that constitute both good management practice and social justice.

If a people-orientation sounds warm and fuzzy, don't fear: Hall and Macarthur's book presents a straight managerialist approach based on strategic planning. It challenges the professional view that the management of heritage should be handled by discipline specialists. They argue that there are multiple stakeholders in heritage whose inclusion in the processes of management will produce more effective long-term outcomes than if heritage management is treated as an exclusive expert field. Hence the authors advocate the managerialist approach in which strategies are developed with an eye towards outcomes which are fundamentally driven by consumers.

In these terms, Hall and Macarthur judge the Burra Charter as rather narrow on account of its emphasis on planning for the physical resource. This is, of course, one of the major arguments impelling the current review of the charter, though not only for these authors' reasons. It is unfortunate that they are unaware of Australia ICOMOS's several years of grappling with these very questions, beginning with the conference 'Whose cultural values?' in 1992 (papers published in Historic Environment 10/2-3, 1993), and including important studies such as Chris Johnson's What is social value? (1992) and Duncan Marshall and Joan Domicelj's Diversity, Place and the Ethics of Conservation (1994). None of these are cited in the bibliography.

But knowledge of cultural heritage practice is not a strength of the book, whose principal authors both come from natural science backgrounds and now practice respectively in tourism and communications. The book tries nobly to represent management issues in the natural, indigenous and historic heritage spheres, but the majority of examples discussed in the general chapters represent the natural environment. Arguably they demonstrate the commonality of some heritage management issues; unfortunately the tradition that separates nature and culture still mitigates against much crossover understanding.

In taking the managerialist approach to heritage, the book fails to understand the purpose of the Burra Charter process of establishing cultural significance as the basis for heritage management. As outlined by Mike Pearson and Sharon Sullivan in Looking After Heritage Places (1995), it is a systematic process in which stakeholders...
may play key roles—though in practice, the commitment to include them has been mixed. The capacity of the Burra Charter process to accommodate stakeholder input has been used by some practitioners for many years, and is a key element of the clarifications of the draft revision. The basis for such involvement is that associated people either know, or are responsible for, or are the cultural significance of the place, and that to recognise this interest is to most effectively maintain the site’s heritage significance. In other words, ‘the human dimension’ is being explicitly written into specialist cultural heritage management practice in ways that make Hall and Macarthur’s view seem very dry.

The book’s strengths are its presentations of visitor management, visitor research and evaluation, and heritage marketing. It is certainly true that interpretation, visitor studies and marketing are woefully undeveloped among cultural heritage managers (with the exception of the biggest museums and sites). In fact, the essence of Hall and Macarthur’s discussion is that these issues are not sufficiently addressed in the natural environment sphere either. In this sense, their book is a polemic in favour of a more visitor-aware approach, a vision I applaud, though the textbook style of presentation implies it is more widespread than reality proves.

I think many heritage practitioners are reluctant to take a serious focus on visitors for its apparent market-driven agenda. A relic of the 19th-century middle class aversion to ‘trade’ encourages many who work in heritage to value their specialist skills as somehow more pure and disinterested than the engagement of paying customers with the final heritage product. This springs from a mistaken view of marketing as pushing product down more-or-less unwilling throats. The gurus of marketing have long taken the more sophisticated view that marketing is the matching of product with the needs, wants and expectations of customers.

This view of marketing is not just a one-way transformation in which product is adapted to suit the lowest common denominator of taste. Customers can be informed, educated, shaped to desire the best products of professional skill. It is undertaken on the basis of researched evidence of what visitors know, with carefully crafted advertising that informs visitors what they will see, and bolstered by high quality interpretation when they arrive on site. In this sense, marketing is the interface between heritage professionals and the tax- and admission-payers who fund us. It is therefore a critically strategic element of effective heritage management programs—a message that makes the book a valuable statement in the small amount of literature relating to heritage management.

Described as a second edition, *Heritage Management in Australia and New Zealand: The Human Dimension* is a major rewrite of the first edition (1993), reversing the geography in the original title and adding the subtitle. Many new chapters have been added and previous ones dropped. The book is consequently more coherent, more consistent, in its approach. This makes it a better textbook—evidently a conscious objective in its soundbite style, frequent dot-point analyses, and self-conscious conclusions to each chapter (‘This chapter has outlined/emphasised/provided...’). The frequent references to New Zealand examples is of refreshing interest to an Australian reader; it is good to be part of a larger scene without it being American or British! However, perhaps because of the New Zealand perspective (Hall has been and is presently an academic there), the book contains almost no reference to the modern heritages of cultural diversity that now loom large in Australia.
The Merchant Princes of Fremantle: The Rise and Decline of a Colonial Elite, 1870-1900

Author: Patricia M. Brown
Publisher: University of Western Australia Press, Nedlands, 1996.
Paperback, 235 pp., illustrated, rrp $24.95.

This recent addition to the historiography of the vibrant city of Fremantle offers insight into the creation of the state’s principal port. The first chapter (The Struggle for a Harbour) discusses harbour works and adds to the information presented by J.S. H. Le Page in Building a State: The Story of the Public Works Department of Western Australia 1829-1985 (Water Authority of Western Australia, Leederville, WA, 1986, 670 pp.). The chapter includes photographs of the harbour.

Domestic architecture is dealt with in chapter 6 (Merchant Princes at Home), and other references occur at random throughout the book. The impact of the ‘merchant princes’ on the built environment is also touched on in chapter 2 (Searching for a Fortune) with brief references to the establishment of business premises, the Fremantle Soap and Candle Factory (1886); the importation of materials, such as sheet glass, and the local manufacture of such items as windmills. Properties and activities in Fremantle dominate in this chapter but investment properties, for example the Osborne Hotel in suburban Claremont, also rate a comment. Chapter 4 (The Quest for Power) covers the erection of the Fremantle Town Hall and the removal of the railway workshops while chapter 5 (Power, Status and Paternalism) mentions numerous social and civic pursuits.

The book, which has grown out of the author’s MA thesis, is attractively presented but difficult to assess in terms of credibility. It contains approximately 50 photographs but no list of illustrations. The author and the press have been caught out, as a colleague noticed soon after the launch, by using a photograph of Prince Albert and Queen Victoria to portray the ‘merchant prince’ Charles Manning and his wife. Manning is described on page 186 as ‘a colourful, though tragic, victim of alcohol’ who was ‘short and stout, and often a figure of fun when he was drunk and fell over’. The photograph used on page 101, and as part of the collage on the book cover, is identified in the accession register in the library in which it is held as Mr and Mrs Manning, first names unknown. It is, however, probably one of a series of portraits taken by John Mayall at Windsor Castle in 1861.

Such mishaps deserve sympathy rather than scorn, and it is not this error but rather a general lack of attention to accuracy and editing in the text and endnotes that brings the credibility of the book into question. It is stated on page 53, for example, that the profitable ventures pursued by the merchant princes included collecting pearl shell which, in 1867, fetched the astonishing price of ‘£4 to £6 per pound’. In reality, shell fetched up to £100 per ton in Western Australia and, at best, £160 per ton landed at London. A similar error on page 61 has the Otway, a steamer that had been visiting north-west ports since 1883, being ‘launched’ by a company formed in 1886 in response to the popularity of the route between Singapore and Batavia and the north-west ports. Whilst the existence of these and other minor errors may indicate only that the author undertook too little research into the business activities of the ‘merchant princes’, it does seem that anyone intending to use the book for research purposes should exercise caution and seek to corroborate all information taken from it.

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Readers who wish to follow up sources cited in the endnotes are likely to find themselves undertaking more work than should be expected when using a book based on postgraduate work. Page numbers are conspicuously absent from the numerous references to newspapers items; some dates for the newspapers are at variance with the information presented in the text; at least two sets of initials used to identify authors in the endnotes differ from those in the bibliography; several endnotes have been 'lost'; and, among other inconsistencies, W.B. Kimberly's name is misspelt and his book is identified by two distinctly different short titles.

The Merchant Princes of Fremantle will appeal to readers interested in life in an Australian city in the late 19th century and, although it does contain erroneous and misleading information, it may be useful for heritage practitioners interested in the port city of Fremantle.