OUR VISION
Heritage is integral to the vibrant life and prosperity of Western Australia.

OUR MISSION
Working with Western Australians to recognise, conserve, adapt and celebrate our State’s unique cultural heritage places.

OUR VALUES
Professionalism   We are proficient, competent and reliable in all that we do. We value excellence and act with respect and integrity at all times.

Accountability   We practice fair and ethical decision-making. We explain things openly and take responsibility for our decisions and actions.

Ingenuity   We take the lead in developing new and innovative ways of working.

Collaboration   We work together, and with our stakeholders, to promote good heritage outcomes.

Helpfulness   We always seek to be helpful. We provide valued and timely service, respecting that our customers have individual needs.

Fun   We are serious about what we do, but aim to have fun on the journey. We support each other and celebrate our successes.
I am pleased to present the Heritage Council’s Strategic Plan for the period 2016-2020, which has been reviewed and updated to account for progress against the key objectives and delivery of priority projects contained in our 2015-19 Plan. These include major initiatives such as moving into a new phase in working with stakeholders and the Government on the development of contemporary heritage legislation and the operationalisation of the Heritage Revolving Fund, with two key projects now well advanced.

This Plan reflects the Heritage Council’s view of the current and foreseeable future for heritage over the next four years. It recognises that Western Australia has entered a new period that requires strategic responses to the changing economic and demographic profile of the state. Major planning strategies such as Directions 2031, the Regional Centres Development Plan (Super Towns) and the Draft State Planning Strategy are guiding our State’s development into the future.

It is important that the Heritage Council continues to carry out its responsibilities to provide for the conservation of places that are significant to the cultural heritage of Western Australia, while also being responsive to this changing environment. The Council also needs to ensure the State Register reflects the kinds of places the community expects to be registered and will continue its focus on sites that make a significant contribution to the story of the State’s history and development.

As the State Register continues to grow, the Heritage Council recognises the need to understand the risks and perils that a state-wide portfolio of heritage places face. New and innovative techniques to identify and map risks such as exposure to natural events will inform and assist the Council in working with other government agencies and authorities on strategies to protect at-risk heritage places.

The investment in heritage conservation across all sectors needs to be lifted to successfully sustain significant places into the future. Alternative ways to facilitate and attract funding for heritage conservation will be a priority under this Plan. This will be a major focus on the Heritage Works division of the State Heritage Office.

Community engagement and support is essential for these initiatives to be successful. The Heritage Council will continue to look at ways to build support for heritage conservation and development that is in harmony with cultural significance, and meets the needs of contemporary life.

This Strategic Plan will be reviewed annually and updated as the Heritage Council adapts to environmental changes and recalibrates future directions.

Anne Arnold
Chair, Heritage Council of WA
August 2016
The Heritage Council and the State Heritage Office work together under the same legislation and shared corporate strategy.

**FUNCTIONS IN OUR LEGISLATION**

The Heritage Council is responsible for fulfilling a range of functions under section 7 of the *Heritage of Western Australia Act 1990*, including in summary to:

- Advise the Minister for Heritage on heritage-related matters.
- Maintain the State Register of Heritage Places.
- Provide heritage advice to referring parties and agencies.
- Provide or facilitate financial or technical assistance.
- Prevent the destruction, deterioration of or damage to heritage places.
- Undertake the recording, conservation and presentation of heritage places.
- Encourage public interest in and understanding of the cultural heritage of the State.
- Promote or provide education or training.

**HERITAGE COUNCIL AND THE STATE HERITAGE OFFICE**

**HOW WE WORK TOGETHER**

The Heritage Council and the State Heritage Office work together under the same legislation and shared corporate strategy.
The Heritage Council is a statutory authority established by the *Heritage of Western Australia Act 1990*. It is a body corporate and is accountable for the finances and performance of the organisation under the *Financial Management Act*. It determines the organisation’s strategy and policies and key decisions are reserved to the Council.

The Council comprises nine persons appointed by the Governor of Western Australia on the advice of the Minister for Heritage.

The State Heritage Office is a State Government department that supports the Heritage Council in carrying out its functions, and also supports the Minister. It is accountable to both. The Office carries out the day-to-day operations, projects and service-delivery. Delegation of responsibilities from the Council to the Office occurs within the framework of a formal delegation policy that is reviewed annually.

*Above:* Interpretation of the original Esplanade Jetty, Geraldton. Richard Rossiter Photography
The cultural heritage embodied in the 1,353 places currently entered in the State Register of Heritage Places, together with the 24,000 historic places included in other lists and inventories are valuable assets that make a significant contribution to the economy, the environment, our community’s sense of place and quality of life.

As the Western Australian economic cycle transitions to a post-mining construction boom phase, new economic and demographic factors such as declining population growth and an increasingly difficult commercial property market are emerging. In an environment characterised by many competing demands on constrained public resources, activation of the private sector where opportunities exist through a balance of incentives – financial, technical and statutory – can foster the maintenance of heritage assets as a vibrant part of the economy and community.

Maintaining and adaptively re-using our heritage places also makes a significant contribution to sustainability. Using what we already have benefits the environment by leveraging the embodied energy of extant buildings, reducing waste and the energy inputs required for new materials and transport. This also serves to maintain the demand for the specialist services – professional, trades and materials – required to manage and care for these places. Complementary sectors of the economy such as hospitality, tourism and other arts and cultural activities that employ and engage many thousands of Western Australians also benefit from strategies to make the most of our heritage estate. This is a key potential area for growth over the coming period.

While maintaining and sensitively adapting our heritage places promotes sustainability, the environment and other factors such as natural disasters, the effects of declining rainfall, rising water levels, increasing frequency of natural disasters and weather events, poor maintenance and neglect pose numerous risks. These risks need to be identified and understood so that strategies can be developed to respond and mitigate the risks to our important heritage assets.
Our familiar landmarks, public buildings, gathering places, main streets and neighbourhoods lay the foundation of the community’s sense of place and well-being. A contemporary statutory and planning framework that encourages excellence in heritage management and practice is required to meet the community’s expectations that all levels of government make a significant contribution to maintaining our heritage places – in both public and private ownership.

Technological innovation will also play an increasing role in recording and interpreting heritage properties, and this will need to be leveraged to grow and strengthen the community’s understanding and engagement with its rich cultural heritage.

The Heritage Council and the State Heritage Office are committed to actively addressing all of the above factors in carrying out our business over the period of this plan.
Key objective

The places that represent the story of Western Australia’s history and development are comprehensively identified and chronicled.

Key strategies

1. Work towards making the State Register of Heritage Places a comprehensive collection of places that are recognised for their cultural heritage significance to the people of Western Australia.
2. Include the places in the State Register that the community would expect to be in the Register.
3. Develop and maintain a well understood listing criteria for entry of places in the Register that enjoys a high level of public confidence and supports certainty in ongoing planning.
4. Apply best practice and complete transparency in all aspects of the process of entering places in the Register.
5. Promote consistency and high standards in local governments’ heritage identification and listing practices.

Key objective

Western Australia’s heritage places are conserved through sound conservation practice, risk management, successful adaptation and harmonious development.

Key strategies

1. Provide advice on development proposals under a policy framework that is informed, reasonable, timely, consistent, transparent and clear.
2. Work with key government agencies to ensure that heritage conservation is actively supported in statutory and regulatory frameworks, and metropolitan and regional planning.
3. Improve the availability of information and case studies about the sustainability and economic benefits of heritage conservation and adaptation.
4. Build capacity in heritage planning and management in State Government agencies, local governments, institutional owners, heritage professions and trades.
5. Increase private and public sector investment in heritage conservation by providing or facilitating grants, incentives and advice.
6. Identify and map heritage places at risk from natural and other perils and develop strategies to mitigate the risk of loss.
7. Deliver and promote improved training and education opportunities in heritage conservation practice.
Key objective 3
Heritage places under Heritage Council or State Heritage Office custodianship are conserved, managed and their full potential realised.

Key strategies
1. Conserve and interpret the applicable world, national, state and local heritage values of places under management.
2. Promote a sustainable future for Fremantle Prison through an integrated development framework, compatible uses and delivery of visitor services to standards consistent with being Western Australia’s premier heritage site.
3. Revitalise selected disused and neglected publicly-owned heritage places by providing best practice services in asset management, works, feasibility analysis and disposal.

Key objective 4
The importance of heritage places to Western Australia’s identity and quality of life is understood and appreciated.

Key strategies
1. Enhance the understanding of the State Register as a collection of places that symbolise and celebrate Western Australia’s cultural heritage.
2. Promote heritage success stories and engagement with the State’s heritage through media, publications, tourism and interpretation.
3. Work with organisations, groups and communities to promote heritage understanding and engagement.
OUR PRIORITY PROJECTS

Within 12 months

1. Commission a thematic history of Western Australia to inform strategies for a comprehensive State Register.

2. Complete pre-sales works and planning to prepare Warders’ Cottages Fremantle for sale.

3. Develop, in consultation with stakeholders, a Fremantle Prison Management Plan that sets out a framework for the conservation, future use and development of Fremantle Prison that realises its potential as a mixed-use property while respecting its world, national, State and local heritage values.

4. Develop strategies to fund a strategic capital works program that will assure the conservation of the significant fabric of Fremantle Prison over the medium to long term.

5. Develop and implement a new multi-platform Fremantle Prison website that includes e-commerce capability.

6. Negotiate, implement and monitor a Delegation Framework that enables a responsible authority to effectively undertake the assessment of proposals that require referral under section 11 of the Heritage of Western Australia Act 1990.

7. Progress the entry in the State Register of prioritised significant heritage places.

8. Progress long-term interim registered properties to permanent registration.

9. Establish a recurrent liaison program with State Government agencies, local governments and institutional owners to improve heritage asset planning and management.

10. Finalise the entry of regional local government inventory data and mapping, and promote inHerit to local governments as a sector-wide repository and management tool for local government inventory information.

11. Continue to expand inContact to include more heritage trades and suppliers.

12. Develop and deliver an online State Government Heritage Manual and education resources.

13. Develop and initiate engagement strategies that respond to the identified stakeholder needs for services, information and support.

14. Engage with tourism authorities, representative bodies and organisations to explore opportunities to incorporate heritage tourism in tourism development and marketing strategies.

15. Further develop the identification and mapping of places at risk from natural and other perils.

16. Work with partners on the development and delivery of a state heritage and history conference.
Within 4 years

1. Implement a new Heritage Act and prepare complementary regulations, policies, procedures and training.

2. Develop and roll out a new guide to Heritage Assessment Criteria.

3. Develop strategies and plans to implement the recommendations of the Fremantle Prison Management Plan.

4. Identify opportunities to negotiate and implement development referrals Delegation Framework arrangements with suitable responsible authorities in State agencies and local governments.

5. Work with tourism authorities, representative bodies and other industry stakeholders on recognising the contribution of heritage tourism to the State’s economy and elevating heritage tourism in state tourism strategies.

6. Explore the opportunities to encourage participation in heritage conservation education, training and apprenticeships with industry bodies, organisations and relevant State agencies.

7. Develop strategies to respond to identified heritage places at risk from natural and other perils.
KEY PERFORMANCE INDICATORS

A set of effectiveness and efficiency KPIs has been developed in accordance with Treasurer’s Instruction 904, and are effective from 1 July 2014.

HERITAGE COUNCIL OF WESTERN AUSTRALIA

Key effectiveness indicators

Extent to which:

- Heritage places identified as having potential State significance have been assessed
- Development approvals issued for registered places are consistent with the Heritage Council of Western Australia’s advice to decision-making authorities
- Grant aid leverages additional investment in conversation projects

Key efficiency indicators

- Incidence of preliminary reviews proceeding to full assessment but resulting in decisions not to recommend interim registration

STATE HERITAGE OFFICE

Key effectiveness indicators

- The Minister for Heritage’s satisfaction with the services provided by the State Heritage Office
- The Heritage Council of Western Australia’s satisfaction with the services provided by the State Heritage Office
- Visitors to Fremantle Prison’s satisfaction with the services provided by the Department

Key Efficiency Indicators

Average cost of:

- Administering grants (per grant dollar)
- Maintaining the heritage register (per place)
- Development referrals (per referral)
- Average Cost per Visitor to the Fremantle Prison

Note: These are the indicators employed in accounting for our performance in the Annual Report and the annual Budget Statements.
Key strategies

- Provide effective support to the Heritage Council so that it can fulfil its statutory obligations and functions.
- Continue and grow a positive working relationship with:
  - our Minister and Ministerial staff
  - our corporate services cluster agencies, State government agencies and enterprises and local governments
- Establish and sustain positive long-term relationships with the owners of places in the State Register.
- Engage effectively with other external clients and stakeholders with the aim of providing a better understanding of heritage, and the sensitivities and opportunities that are associated with it.
- Demonstrate best practice standards in the management and presentation of places under custodianship.
- Celebrate and promote WA’s heritage through events, awards and other means.
- Provide a working environment where talented and productive employees with relevant skills want to work.
- Manage resources prudently in accordance with State Government standards.
- Use information technology and process innovation to improve productivity, visibility and access to information, which will provide better services.

Services provided

- Secretariat services for the Heritage Council and committees
- Ministerial support and advice
- Heritage Assessments (‘how significant is this place?’)
- Statutory advice and informal guidance on development proposals for registered places
- Property management, place conservation and collection management, interpretation and visitor services
- Specialist support, advice and delivery of conservation practice, feasibility analysis, asset disposal and adaptive reuse
- Grant programs and grants management
- Local Government services (advice about listings, heritage planning etc.)
- Heritage management and practice education programs
- Information management services including a state-wide heritage database, contributing data to WA’s Shared Land Information Platform
- Media and communication services
- Library and heritage resource services

Left: The Guildford Hotel exterior. Photograph supplied by Hilary Smale 720 ABC
Right: Diners at the Guildford Hotel. Photograph supplied by Hilary Smale 720 ABC