



City of Vincent Heritage Strategic Plan 2013-2017

Prepared by Strategic Planning, Sustainability and Heritage Services

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"The heritage of the City of Vincent represents the meeting of many cultural experiences and values unique to the State.

Rich natural resources once supported Nyungar families, whose memories and connections to places in the City remain strong today.

Evidence of the State's prosperity and rapid change resulting from the 1890s Gold Rush, war and social policy are well represented in the City's built environment.

These tell the stories of poverty and wealth; industrial and domestic interests; religious, spiritual and political diversity; business and family experiences.

Our Vincent heritage is in our attitudes, mood and philosophies as much as it is in our buildings and parks.

This Heritage Strategic Plan will be the City's guiding document to improving the management of our heritage assets across the organisation. It is a way forward to help us share and celebrate the City's special histories and character. I encourage you to get involved in the City's heritage events and to be part of Vincent's wonderful and very valuable role in managing some of Perth's most interesting and important heritage."

Chief Executive Officer

Mr John Giorgi, JP

2013

FOREWORD

This plan builds on the progress made by the City of Vincent's first Heritage Strategic Plan 2007-2012 and sets clear goals for the next five years. Since the adoption of the first Heritage Strategic Plan 2007-2012, the City has and continues to implement a number of actions which has been identified in the Key Result Areas in the Plan.

The key achievements include:

Key Result Area 1 - COMMUNITY AND HERITAGE - Educating, Promoting and Celebrating Vincent Heritage

- Conducted annual talks and workshops to promote heritage, which covered researching the history of your home, repair and maintenance conservation techniques and historic garden design
- Heritage Plaques program established to recognise and celebrate places of heritage interest
- Building Design and Conservation Awards has been held biennially
- Interpretive Panels have been prepared and installed at heritage places vested with the City
- Prepared a number of publications for the owners of the heritage listed properties, to promote a relationship with property owners and to inform heritage initiatives and conservation knowledge, which include:
 1. Yearly Heritage Newsletter;
 2. Yearly Heritage Calendars;
 3. Housing Style Information Brochures; and
 4. Researching the History of Your Home – A Brief Guide.

Key Result Area 2 - STATUTORY PROVISIONS AND POLICIES - A Major Responsibility of Council

- Policies relating to Heritage Management were reviewed in 2012, which covered the assessment of heritage places, development guidelines and procedure for properties to be entered on the Municipal Heritage Inventory
- Updated the City's Geographic Information System to illustrate locations of places included on Municipal Heritage Inventory
- Used the City's policies and scheme to effectively assess and determine development to heritage and adjacent properties

Key Result Area 3 - FUNDING HERITAGE PLACES - Resourcing and Supporting Heritage Places and Programs

- Heritage Assistance Fund was running with two rounds each year to support property owners undertaking conservation works to their heritage places. Between 2007/08 and 2011/12, the City has allocated \$227,670 to 60 applications
- The City was granted \$7,272.73 and \$4,545.45 from the Department of Sustainability, Environment, Water, Population and Communities in 2012 for the Public Workshop – Repair and Maintenance of Heritage Buildings and the Heritage Plaques Program respectively

Key Result Area 4 - CITY PROPERTY AND HERITAGE - Asset Management and Leading by Example

- The City has endorsed \$78,125 for 2012/13 to 2015/2016 to finance the implementation of the proposed Interpretation Plan for the Anzac Cottage and was granted \$5,560 from the Lotterywest to develop an education package proposed in the Plan
- Extensive conservation works have been undertaken to the heritage gates at the nib Stadium (formerly known as Perth Oval) to ensure that the gates are restored to their former glory

Key Result Area 5 – INSTITUTIONAL HERITAGE EXPERTISE - Improving Knowledge and Services

- The City of Vincent was announced as the winners of the Heritage Council of Western Australia Awards for 2007, in the organization category for our successful Municipal Heritage Inventory (MHI) review project
- The City of Vincent received a High Commendation for “Outstanding Heritage Practices by a Metropolitan Local Government” from the Heritage Council of Western Australia in 2011
- A new Local History and Heritage Advisory Group has been formed and played an important role in encouraging and promoting local history and heritage
- The City of Vincent received a High Commendation for “Outstanding Heritage Practices by a Metropolitan Local Government” from the Heritage Council of Western Australia in 2013

Builds on the solid platform the City has put in place in the past years, this Heritage Strategic Plan 2013-2017 provides the overarching framework and strategic direction for heritage management in the City of Vincent.

The Heritage Strategic Plan 2013-2017 is supported by broader objectives of the City of Vincent Strategic Plan 2011-2016/Strategic Community Plan 2011-2021, the *Vincent Vision 2024* project, Sustainable Environment Strategy 2011 – 2016, Asset Management Strategy 2010-2020, Draft Property Asset Management Plan April 2013, the City’s Customer Services Charter and the professional principles and ethics of the *Australian Burra Charter for Conservation*, with particular reference to the following:

- Strategic Plan 2011-2016/Strategic Community Plan 2011-2021 – *‘Enhance and maintain the character and heritage of the City.’*
- Asset Management Strategy 2010-2020 – *‘Renew before New.’*
- Draft Property Asset Management Plan April 2013 – *‘Capital and maintenance activities are undertaken in a manner that extends the life of an asset and ensures its suitability for current requirements.’*
- Sustainable Environment Strategy 2011 – 2016 – *‘Improve and maintain the natural and built environment and infrastructure.’*

UNDERSTANDING THIS STRATEGIC PLAN

This Strategic Plan addresses the following questions to assist us in achieving our goals:

- Where are we now?
- Where do we want to get to?
- How are we going to get there?
- What resources do we need to get there?
- How do we know if we got there?

Creating a Strategic Plan helps **define the legal and policy context** in which we work. It provides a picture of the current issues and clearly explains the vision of where the Strategy will take the community in five to ten years. The tables at the end of this document may be updated periodically to reflect budget allocations and special projects as they arise. The most up-to-date copies will always be available on request or via our webpage www.vincentheritage.com.au.

Our **mission** statement describes our purpose for the heritage management services and a set of stated **values reminds us what motivates and guides our decisions** and activities relating to heritage management.

Key Result Areas help group common goals or strategic priorities that will help us achieve our mission, as well as the resources and support that we need to undertake these. Key Result Areas address who is responsible for achieving the plan (*the people*); how to manage and share information (*the process*); how to deliver advice and information (*the products*) and; how the plan will contribute towards achieving the broader goals of the City (*the outcomes*).

Performance measures evaluate the quality and effectiveness of our achievements and outcomes and help us to improve or adjust our plan so that the **mission and values** are always close to our decision making and actions.

COMMUNITY

An important part of creating this Heritage Strategic Plan is involving the community which it is serving. The 'community' is everyone within the City of Vincent who is interested in, affected or may benefit from heritage management actions in the City. It may also include people and organisations outside the City who visit or use our services.

BACKGROUND

The preliminary framework for a Heritage Strategic Plan was created by the former City of Vincent Heritage Advisory Group and initial drafting started as early as 1999. Since the adoption of the first Heritage Strategic Plan 2007-2012, many aspects of heritage management in the City of Vincent have changed.

As the city continues to grow, change and evolve, its buildings and places are being redeveloped. In response to this new challenge, the retention of the City's built heritage and the encouragement of adaptive reuse as an alternative to demolition is a priority where the City should put greatest additional emphasis. By promoting and facilitating the continuing use of heritage assets, the City's heritage can be sustainably managed and retained for future generations.

The ultimate aim of the Heritage Strategic Plan 2013-2017 is to create a useful document to steer the City of Vincent towards the development of a heritage management service which is of the highest quality and that upholds the City of Vincent Mission: "*to enhance and celebrate our diverse community*", with innovation, respect, collaboration, pride and enthusiasm.

MISSION

Our mission is to provide a quality services that enhances and celebrates our diverse history and community through identifying, conserving and promoting the cultural heritage of Vincent.

VISION

Our vision is that heritage will be an integral part of ensuring Vincent continues to be a vibrant and dynamic community.

Heritage management in the City of Vincent will be a benchmark for local government in Western Australia.

Our residents will have a strong sense of belonging and will value Vincent as a unique place to live and work because of its valuable heritage.

Principles of sustainability will guide the decisions of heritage management to help retain a rich variety of buildings, social groups and economic activity.

CHALLENGES AND OPPORTUNITIES

The City of Vincent Heritage Services is likely to be operating in an environment where:

- Pressure of population and density of living is increasing.
- Environmental awareness is increasing and issues of sustainability are becoming more important.
- Boutique, niche and home businesses are becoming more important.
- Technology is providing highly interactive access for our community.
- Service and amenity expectations are higher.
- Funding and resourcing pressures are continuing.
- There is greater responsibility on local government to manage its heritage assets.

We recognise the challenges that our community faces, including:

- Balancing the need to conserve heritage and the need for redevelopment of land.
- Varying levels of awareness and understanding of heritage conservation and legislation.
- Concern for neglected character buildings and streetscapes.
- Lack of incentives to retain heritage buildings.
- Lack of recognition of migrant and Indigenous heritage.
- Impact of new development and poor design.
- Impact of heavy traffic.

We acknowledge community expectations of Council for:

- Open and transparent process for heritage management.
- A high standard of local services which is tailored to the heritage of Vincent.
- Community consultation and involvement.
- Maximise use of technology to share information about heritage.
- Financially viable and value for money heritage initiatives and programs.

VALUES

Through the *Vincent Vision 2024* project, the community has told us that it values heritage in the following ways:

- Cultural diversity and heritage is a priority in Vincent.
- Historic and older buildings are to be retained, reused and restored wherever possible.
- Having a sense of place, character and unique local identity is important.
- Traditional style gardens and streetscapes are valued.
- Particular places and heritage icons should be conserved and celebrated.
- Parks and trees are important.
- Contemporary design is valued.

KEY RESULT AREAS

Key Result Areas group common goals that assist us to achieve our mission, and identify the resources and actions that we need to undertake to achieve the objectives of each Key Result Area.

Key Result Areas address the following:

- who is responsible for achieving the plan (*the people*);
- how to manage and share information (*the process*);
- how to deliver advice and information (*the products*); and
- How the plan will contribute towards achieving the broader goals of the City (*the outcomes*).

Each of the Key Result Areas has been drawn from experiences and issues of heritage management in the City and the previous Heritage Strategic Plan 2007-2012.

Key Result Area 1 - COMMUNITY AND HERITAGE

Educating, Promoting and Celebrating Vincent Heritage

Key Result Area 2 - STATUTORY PROVISIONS AND POLICIES

A Major Responsibility of Council

Key Result Area 3 - FUNDING HERITAGE PLACES

Resourcing and Supporting Heritage Places and Programs

Key Result Area 4 - CITY PROPERTY AND HERITAGE

Asset Management and Leading by Example

Key Result Area 5 – INSTITUTIONAL HERITAGE EXPERTISE

Improving Knowledge and Services

Key Result Area 1
COMMUNITY AND HERITAGE
Education, Promotion and Celebration.

Scope: Create collaborative projects, broad participation and celebration events.

Objectives: Maximise community interest and awareness through events and programs that promote the positive value of heritage.

Responsibility: City of Vincent with assistance from owners and residents, community and school groups, and commercial organisations.

Performance Measures:

- Involve all City Precincts in heritage education and awareness programs
- Establish corporate and commercial sponsorship of heritage programs
- Continue to manage and upgrade the heritage website for Vincent to make it more compatible
- Produce information posters/mobile display for general events and promotions/ festivals
- Obtain ideas and support from the Local History and Heritage Advisory Group members at the regular meeting holds every 2-3 months
- Continue to implement Heritage Places Recognition Program - Plaques
- Conduct Heritage Walks
- Present free public talks about local heritage and practical conservation
- Maintain mailing list for owners of heritage properties in the City
- Conduct Biennial Building Design and Conservation Awards
- Collaborate with tertiary providers (universities and TAFE), primary and secondary providers (local schools)
- Conduct joint seminars with local real estate professionals, valuers, insurers and property agents
- Generate architects, building designers, builder and tradesperson mailing list
- Undertake Indigenous heritage public awareness talks for sites of significance in the City of Vincent
- Establish working relationships with Aboriginal Groups with the view of enhancing recognition of Aboriginal Heritage in the City's registered Aboriginal Sites

- Develop virtual "living museum" for the City's Heritage Website of heritage places in Vincent
- Provide public display and presentation/interpretation of the Old Bottle Yard Artefact Collection through incorporating de-accessioned bottles into artwork and associated interpretation in-situ
- Convert heritage management documents (conservation plans, assessments, archival records, archaeological reports etc.) to PDF versions for inclusion on the heritage website to allow public access
- Prepare regular articles and coverage of heritage matters in the City's Yearly Heritage Newsletter
- Work collaboratively with the City's Local Studies section
- Undertake interactive educational workshops to demonstrate and assist landowners to conduct alterations and additions/ repair and maintenance whilst maintaining the character and heritage
- Develop Hi-Tech Self-Guided Walk materials for community members and tourists to download information to digital devices to discover the significance of heritage places
- Promote optimise ecologically sustainable landscape treatments to heritage gardens
- Update and circulate publications including:
 1. Yearly Heritage Newsletter;
 2. Include heritage news in City of Vincent e-Newsletter;
 3. Yearly Heritage Calendars;
 4. Housing Style Information Brochures; and
 5. Researching the History of Your Home – A Brief Guide.
- Prepare a Fact Sheet from the content of the Repair and Maintenance of Heritage Buildings Workshop conducted in November 2012 to inform the skills and techniques to tackle rising damp issues, accompanied with the City of Vincent resident's case studies.

Key Result Area 2
STATUTORY PROVISIONS AND POLICIES

A Major Responsibility of Council.

Scope: Town Planning Scheme and Policies, Development Guidelines, Procedures, the Municipal Heritage Inventory (MHI), state and federal legislation.

Objective: Ensure that legislative obligations are met by the City in clear and effective ways, using documented policies and procedures.

Responsibility: Strategic Planning, Sustainability and Heritage Services of the City of Vincent.

Performance Measures:

- Update the definitions and heritage provisions of the Town Planning Scheme (TPS) as part of the TPS Review
- Generate a user-friendly flowchart for applicants with places that require referral to external heritage agents including the Department of Indigenous Affairs and State Heritage Office
- Review nominations for additions and deletions to the Municipal Heritage Inventory
- Continue to attach electronic memorandums to rates database to identify which places are included on the Municipal Heritage Inventory
- Continually liaise with Rates Services to ensure periodic update of ownership details for places included on the heritage list
- Continually update mapping layer in the City's Geographic Information System to graphically illustrate location of places included on the Municipal Heritage Inventory
- Produce a flow chart on the website showing relationship of state and federal heritage systems as it relates to Vincent to assist employees, Council Members and public
- Continue to review City's Heritage Policies through liaison with the State Heritage Office and gain best practice ideas from other Local Government Authorities
- Prepare guidelines for archival recording and photographs for Development Application standards
- Prepare Construction Waste Re-use and Management Guidelines to encourage re-use and recycling of building materials and construction waste
- Develop a dedicated Local Planning Policy to guide the process for the adoption of a Heritage Area and to initiate incentives for the property owners within the Heritage Area for the Council to consider and determine
- Update City's Municipal Heritage Inventory in accordance with Town Planning Scheme No. 2 provisions.

Key Result Area 3
FUNDING HERITAGE PLACES

Resourcing and Supporting Heritage Places and Programs

Scope: Financial and non-financial resource initiatives for owners of heritage properties in the City of Vincent.

Objective: Establish a variety of funding options to achieve the objectives of the Heritage Service through financial and non-financial initiatives.

Responsibility: Strategic Planning, Sustainability and Heritage Services of the City of Vincent

Performance Measures:

- Continue to implement and promote the local Heritage Assistance Fund for owners of heritage properties
- Increase ratepayer participation in the WA Heritage Low-Interest Loan Scheme
- Create a Prioritised Property list to assist owners of properties eligible to apply for State Heritage Grants
- Prepare a Funding and Grants Opportunity Register for both the City's assets/projects and for owners of listed places
- Generate corporate and commercial sponsorship of events and programs to support the City's heritage initiatives
- Identify places for an 'At Risk' register to target a reduction in possible heritage place losses
- Seek funding to undertake Indigenous heritage and cultural awareness training for employees, Council Members and other key stakeholders, addressing heritage, public art, trails and archaeology
- Propose strategic approach to manage the Brookman and Moir Precinct, which include:
 1. Implement the Lacework Hire Program the Precinct and other heritage building owners to hire lacework replica to assist in undertake conservation works; and
 2. Make available a standard pro-forma for owners to undertake Structural Engineer's Reports for the Precinct.

Key Result Area 4
CITY PROPERTY AND HERITAGE

Effective Management of Heritage Assets and Leading by Example.

Scope: Property management of the City's heritage assets including buildings and parks.

Objective: Lead by example with a strategic approach to the management of the City's heritage assets in a manner that will show Council as a responsible and proud custodian of the City's heritage.

Responsibility: Strategic Planning, Sustainability and Heritage Services, Parks & Property Services of the City of Vincent.

Performance Measures:

- Review the hire policy and leases for sensitive sites and facilities to ensure that the City's heritage assets are appropriately used
- Conduct open days and/or guided tours for leased and non-leased heritage properties and parks owned by the City, e.g. Lee Hops Cottage, Robertson Park and Beatty Park Leisure Centre to increase public access and awareness
- Promote sustainable practices and universal access for enhanced use and viability of the City's heritage assets
- Undertake a survey of the City's heritage assets to identify tasks that require heritage referrals for regular maintenance and capital works improvements
- Develop and implement maintenance programs for the City's heritage assets to enhance and promote good conservation practice
- Prepare Conservation Plans for all the heritage assets listed on the City's Municipal Heritage Inventory subject to budget considerations
- Establish a procedure to protect the values of the City's heritage assets identified for removal, disposal or sale
- Review the City's old bottle collection and look for options for improved management and/or disposal.

Key Result Area 5
INSTITUTIONAL HERITAGE EXPERTISE

Improving Knowledge and Services

Scope: Professional expertise and awareness of employees, Council Members and volunteer community representatives.

Objectives: Provide opportunities through training and forums for increased knowledge of heritage management by Officers, employees and community representatives.

Responsibility: Strategic Planning, Sustainability and Heritage Services of the City of Vincent, Local History and Heritage Advisory Group, Council, precinct and organised community group representatives.

Performance Measures:

- Continue to update an electronic tag (memorandum) on the City's Rates Database to identify places included on the Municipal Heritage Inventory for across-organisational awareness
- Provide regular training to the Customer Service Centre on how to access information from the City's heritage website and MHI database and create induction manual
- Hold regular training days for Council Members on technical aspects of the Municipal Heritage Inventory and heritage legislation
- Effective use of the Local History and Heritage Advisory Group which holds regular meeting every 2-3 months
- Establish a local government network forum for Officers to share and discuss matters relating to local government heritage management
- Hold Indigenous Heritage Awareness training sessions for internal employees and Council Members
- Continue to provide professional development support to the City's Heritage Officers.

Key Result Area No. 1 - Community and Heritage: Performance Measures Timeline

No.	Performance Measure	Target Date for Completion	Indicators
1.0	Involve all City Precincts in heritage education and awareness programs	Ongoing	Heritage Information Talks, Heritage Walks and School Holiday programs involving all City Precincts
1.1	Establish corporate and commercial sponsorship of heritage programs	Ongoing	Sponsorship of heritage programs such as the Building Design and Conservation Awards
1.2	Continue to manage and upgrade the heritage website for Vincent to make it more compatible	Ongoing	Up to date heritage website
1.3	Produce information posters/mobile display for general events and promotions/festivals	Ongoing	Information posters/mobile display for general events and promotions/festivals
1.4	Obtain ideas and support from the Local History and Heritage Advisory Group members at the regular meeting holds every 2-3 months	Ongoing	Local History and Heritage Advisory Group holds regular meeting every 2-3 months
1.5	Continue to implement Heritage Places Recognition Programs – Plaques	Commence 2012 – Ongoing	Heritage Plaques Program
1.6	Conduct Heritage Walks	Commence 2008 – Ongoing	Annual Heritage Walk Program
1.7	Present free public talks about local heritage and practical conservation	Annual Event	Annual Public Talks Program
1.8	Maintain mailing list for owners of heritage properties in the City	Commence 2007 – Ongoing	Up to date mailing list for owners of heritage properties in the City
1.9	Conduct Biennial Building Design and Conservation Awards	Ongoing	Building Design and Conservation Awards to be held every two years
1.10	Collaborate with tertiary providers (universities and TAFE), primary school and secondary providers (local schools)	Commence 2008 – Ongoing	Contact list developed with relevant education providers and establish joint initiatives relating to heritage
1.11	Conduct joint seminars with local real estate professionals, valuers, insurers and property agents	2016	Contact list with relevant property professionals and conduct joint seminars
1.12	Generate architects, building designers and builder mailing list	2017	Architects, building designers and builder mailing list
1.13	Undertake Indigenous heritage public awareness talks for sites of significance in the City of Vincent	2014	Indigenous heritage public awareness talks for sites of significance in the City of Vincent
1.14	Establish working relationships with Aboriginal Groups with the view of enhancing recognition of Aboriginal Heritage in the City's registered Aboriginal Sites	Ongoing	Hold regular meetings and other forums to establish working relationships with Aboriginal Groups through Section 18 Consultation and other Forums. Continue to liaise with the Department of Indigenous Affairs to streamline the process

No.	Performance Measure	Target Date for Completion	Indicators
1.15	Develop virtual 'living museum' for the City's Heritage Website of heritage website of heritage places in Vincent	2017	Virtual 'living museum' contained within the City's Heritage Website of heritage website of heritage places in Vincent
1.16	Provide public display and presentation/interpretation of the Old Bottle Yard Artefact Collection through incorporating de-accessioned bottles into artwork	Commence Jan 2009 – Ongoing	Public display and presentation/interpretation of the Old Bottle Yard Artefact Collection completed in 2009. Investigate options to transfer the collection to the WA Museum and/or incorporate any de-accessioned bottles into artwork both in-situ and through various University art programs
1.17	Convert heritage management documents (conservation plans, assessments, archival records, archaeological reports etc.) to PDF versions for inclusion on the heritage website to allow public access	2016	Convert heritage documents to PDF
1.18	Prepare regular articles and coverage of heritage matters in the City's Yearly Heritage Newsletter	Ongoing	Regular articles and coverage of heritage matters in the City's Yearly Heritage Newsletter and include heritage news in City of Vincent e-Newsletter
1.19	Work collaboratively with the City's Local Studies section	Ongoing	Collaborative initiatives to assist in promoting heritage and history within the local community
1.20	Undertake interactive educational workshops to demonstrate and assist landowners to conduct alterations and additions/repair and maintenance whilst maintaining the character and heritage	Commence Nov 2012 – Ongoing	Public Workshops – Repair and Maintenance of Heritage Buildings conducted in November 2012 and another proposed in May 2013. The workshops will be continuing on a regular basis
1.21	Develop Hi-Tech Self-Guided Walk materials for community members and tourists to download information to digital devices to discover the significance of heritage places	2017	Hi-Tech Self-Guided Walk for community members and tourists
1.22	Promote optimise ecologically sustainable landscape treatments to heritage gardens	Ongoing	Promote optimise ecologically sustainable landscape treatments to heritage gardens
1.23	Update and circulate publications including: 1. Yearly Heritage Newsletter; 2. Include heritage news in City of Vincent e-Newsletter; 3. Yearly Heritage Calendars; 4. Housing Style Information Brochures; and 5. Researching the History of Your Home – A Brief Guide	Ongoing	Update and circulate publications

No.	Performance Measure	Target Date for Completion	Indicators
1.24	Prepare a Fact Sheet from the content of the Repair and Maintenance of Heritage Buildings Workshop conducted in November 2012 to inform the skills and techniques to tackle rising damp issues, accompany with the City of Vincent resident's case studies.	2013	Prepare a Fact Sheet to inform the skills and techniques to tackle rising damp issues

Key Result Area No. 2 - Statutory Provisions and Policies: Performance Measures Timeline

No.	Performance Measure	Target Date for Completion	Indicators
2.0	Update the definitions and heritage provisions of the City's Town Planning Scheme (TPS) as part of the TPS Review	Completed 2013	Updated definitions and heritage provisions within reviewed Town Planning Scheme (TPS)
2.1	Generate a user-friendly flowchart for applicants with places that require referral to external heritage agents including the Department of Indigenous Affairs and State Heritage Office	2014-2015	A simple flow chart to be placed on City's heritage website to inform referral procedures to State Heritage Office and Department of Indigenous Affairs
2.2	Review nominations for additions and deletions to the Municipal Heritage Inventory	Ongoing	Review nominations for additions and deletions to the Municipal Heritage Inventory
2.3	Continue to attach electronic memorandums to rates database to identify which places are included on the Municipal Heritage Inventory	Ongoing	Electronic memorandums attached to rates database to identify which places are included on the Municipal Heritage Inventory
2.4	Continually liaise with Rates Services to ensure a periodic update of ownership details for places on the heritage list	Ongoing	Procedure with Rates Services that ensure a periodic update of ownership details for places on the heritage list
2.5	Continually update mapping layer in the City's Geographic Information System to graphically illustrate location of places of places included on the Municipal Heritage Inventory	Ongoing	Mapping layer in the City's Geographic Information System
2.6	Produce a flowchart on the website showing relationship of state and federal heritage systems as it relates to Vincent to assist employees, Council Members and public	2014-2015	Flowchart on the website showing relationship of state and federal heritage systems as it relates to Vincent to assist employees, Council Members and public.
2.7	Continue to review City's Heritage Policies through liaison with the State Heritage Office and gain best practice ideas from other Local Government Authorities	Ongoing	Effective heritage management policies amended as required
2.8	Prepare guidelines for archival recording and photographs for Development Application standards	2014	Guidelines for archival recording and photographs for Development Application standards which are available at the City's Customer Service Centre and provided with relevant

No.	Performance Measure	Target Date for Completion	Indicators
			Development Applications.
2.9	Prepare Construction Waste Re-use and Management Guidelines to encourage re-use and recycling of building materials and construction waste	2015-2016	Provide Guidelines for Construction Waste Re-use and Management for relevant Development Applications, with reference to the City's Sustainable Environment Strategy 2011-2016
2.10	Develop a dedicated Local Planning Policy to guide the process for the adoption of a Heritage Area and to initiate incentives for the property owners within the Heritage Area	2013	Develop a dedicated Local Planning Policy to guide the process for the adoption of a Heritage Area
2.11	Review City's Municipal Heritage Inventory	2013-2014	Review City's Municipal Heritage Inventory in 2013/14 as per resolution at the Ordinary Meeting of Council held on 9 April 2013

Key Result Area No. 3 - Funding Heritage Places: Performance Measures Timeline

No.	Performance Measures	Target Date for Completion	Indicators
3.0	Continue to implement and promote the Heritage Assistance Fund for owners of heritage place properties	Ongoing	Heritage Assistance Fund available for owners of places listed on the City's Municipal Heritage Inventory
3.1	Increase ratepayer participation in the WA Heritage Low – Interest Loan Scheme	Ongoing	Increased ratepayer participation in the WA Heritage Low – Interest Loan Scheme through increased publicity of the Scheme
3.2	Create a Prioritised Property list to assist owners of properties eligible to apply for State Heritage Grants	2017	Prioritised Property list of properties eligible for state heritage grants
3.3	Prepare a Funding and Grants Opportunity Register for both the City's assets/projects and for owners of listed places	2016	Commence Funding and Grants Opportunity Register for both the City's assets/projects and for owners of heritage listed places, including Federal Government funding. Heritage Assistance Fund Register has on-going record of individual properties that have received funding
3.4	Generate corporate and commercial sponsorship of events and programs to support the City's heritage initiatives	Ongoing	Corporate and Commercial sponsorships assigned to particular heritage events and programs such as the Heritage Talks or Building Design and Conservation Awards
3.5	Identify places for an 'At Risk' register to target a reduction in possible heritage places losses	Initial list Dec 2007 – Ongoing	Heritage Places At Risk Register

No.	Performance Measures	Target Date for Completion	Indicators
3.6	Seek funding to undertake Indigenous heritage and cultural awareness training for employees, Council Members and other key stakeholders, addressing heritage, public art, trails and archaeology	2017	Funding approved for Indigenous heritage and cultural awareness training for employees, Council Members and other key stakeholders, addressing heritage, public art, trails and archaeology
3.7	Continue to implement the Lacework Hire Program for Brookman and Moir Streets Precinct and other heritage building owners to hire lacework replica to assist in undertake conservation works	Commence 2012 – Ongoing	Lacework Hire Program available for Brookman and Moir Streets Precinct and other heritage building owners

Key Result Area No. 4 - Council- City Property and Heritage: Performance Measures Timeline

No.	Performance Measures	Target Date for Completion	Indicators
4.0	Review the hire policy and leases for sensitive heritage sites and facilities to ensure that the City's heritage assets are appropriately used and maintained	On-Going	Inventory for the City's Heritage Assets detailing current usages and hire and lease agreements. Hire and lease policies and agreements include appropriate measures to maintain the City's heritage assets.
4.1	Conduct open days and/or guided tours for leased and non-leased heritage properties and parks owned by the City, e.g. Lee Hops Cottage Robertson Park and former North Perth Police Station to increase public access and awareness	Commence Sep 2008 – Ongoing	The lease agreement includes that the sites are to be made available for heritage walks and open days. For instance, the Anzac Cottage Interpretation Plan has been approved in 2012 to initiate open days and guided tours at Anzac Cottage. The City also promotes the use of Council's property for various user groups
4.2	Promote sustainable practices and universal access for enhanced use and viability of the City's heritage assets	Ongoing	Sustainable practices through heritage information brochures, heritage talks and the Building Design and Conservation Awards Open Days for leased and non-leased properties and parks
4.3	Undertake a survey of the City's heritage assets to identify tasks that require heritage referrals for regular maintenance and capital works improvements	2017	Undertake a survey of the City's heritage assets that identifies tasks that require heritage referrals for regular maintenance and capital works improvements, with reference to the City's Asset Management Strategy 2010-2020 and the Draft Property Asset Management Plan April 2013

No.	Performance Measures	Target Date for Completion	Indicators
4.4	Develop and implement maintenance programs for the City's heritage sites and facilities to enhance and promote good conservation practice	July 2008 – Ongoing	Indicative maintenance programs for the heritage sites and facilities
4.5	Prepare Conservation Plans for all the heritage assets listed on the City's Municipal Heritage Inventory subject to budget considerations	March 2009 – Ongoing	Conservation Plans for all the heritage assets listed on the City's Municipal Heritage Inventory is available on the City's Heritage website
4.6	Establish a procedure to protect the values of the City's heritage assets identified for removal, disposal or sale	2015-2016	Establish a procedure to protect the values of heritage assets identified for removal, disposal or sale, with reference to the City's Sustainable Environment Strategy 2011-2016
4.7	Review the City's old bottle collection and look for options for improved management and/or disposal	Ongoing	Review the City's old bottle collection

Key Result Area No. 5 – Institutional Heritage Expertise: Performance Measures Timeline

No.	Performance Measures	Target Date for Completion	Indicators
5.0	Continue to update electronic tag (memorandum) on the City's Rates Database to identify places included on the Municipal Heritage Inventory for across – organisational awareness	Ongoing	Electronic tag (memorandum) on the City's Rates Database that identifies all places included on the Municipal Heritage Inventory for across – organisational awareness
5.1	Provide regular training to the Customer Service Centre on how to access information from the City's heritage website and MHI database and create induction manual	Ongoing	Induction manual for Customer Service Centre
5.2	Hold regular training days for Council Members on technical aspects of the Municipal Heritage Inventory and heritage legislation	2015	Induction manual for Council Members
5.3	Effective use of the Local History and Heritage Advisory Group which holds regular meeting every 2-3 months	Ongoing	Meetings at least twice a year with the Local History and Heritage Advisory Group
5.4	Establish a local government network forum for Officers to share and discuss matters relating to local government heritage management	2017	Local Government Officers Network Forum
5.5	Hold Indigenous Heritage Awareness training sessions for internal employees and Council Members	2016	Indigenous Heritage Awareness training sessions
5.6	Continue to provide professional development support to the	Ongoing	Continue to provide professional development to Heritage

No.	Performance Measures	Target Date for Completion	Indicators
	City's Heritage Officers		Officers

ACTION PLAN : Heritage Projects 2012 – 2017 (Special Projects and Initiatives will be added as required over time – refer to www.vincentheritage.com.au for the most up to date version)					
	2012/13	2013/14	2014/15	2015/16	2016/17
Jul					
Aug					
Sep	Building Design and Conservation Awards (Biennial)		Building Design and Conservation Awards (Biennial)		Building Design and Conservation Awards (Biennial)
Oct	Heritage Assistance Fund Round 1 Closes	Heritage Assistance Fund Round 1 Closes	Heritage Assistance Fund Round 1 Closes	Heritage Assistance Fund Round 1 Closes	Heritage Assistance Fund Round 1 Closes
Nov	Heritage Walks	Heritage Walks	Heritage Walks	Heritage Walks	Heritage Walks
Dec					
Jan					
Feb					
Mar	Yearly Heritage Newsletter	Yearly Heritage Newsletter	Yearly Heritage Newsletter	Yearly Heritage Newsletter	Yearly Heritage Newsletter
Apr	Heritage Assistance Fund Round 2 Closes	Heritage Assistance Fund Round 2 Closes	Heritage Assistance Fund Round 2 Closes	Heritage Assistance Fund Round 2 Closes	Heritage Assistance Fund Round 2 Closes
May	Heritage Talks/Seminars	Heritage Talks/Seminars	Heritage Talks/Seminars	Heritage Talks/Seminars	Heritage Talks/Seminars
Jun					

APPENDIX I – HERITAGE ASSETS IN CUSTODIANSHIP OF THE CITY OF VINCENT:

- Perth Oval (Members Equity Stadium) No. 310 Pier Street, Perth - grounds and entrance gates
- Robertson Park, No. 176 Fitzgerald Street, North Perth
- Cottage at No. 245 Vincent Street, Leederville
- Lee Hops Cottage, No. 176 Fitzgerald Street, North Perth
- North Perth Town Halls, Nos. 20 - 26 View Street, North Perth
- Hyde Park, No. 505 William Street, Perth
- Old Bottle Yard Artefact Collection
- Beatty Park Pool, No. 220 Vincent Street, Leederville
- Anzac Cottage, No. 38 Kalgoorlie Street, Mount Hawthorn
- Headquarters Youth Facility (formerly Cullity Timbers or the State Emergency Services Building), No. 62 Frame Court, Leederville
- Former North Perth Police Station, No. 81 Angove Street, North Perth.

APPENDIX II – REFERENCES

City of Vincent Documents

- City of Vincent Strategic Plan 2011-2021
- Vincent Vision 2024
- Economic Development Strategy
- City of Vincent Heritage Management Policies
- Customer Service Charter

Other Government Documents and Websites

- State Sustainability Strategy (Government of Western Australia)
- Heritage of Western Australia Act 1990 and proposed Bill 2003
- Western Australian Local Government Association
- Department for Planning and Infrastructure
- Department of Indigenous Affairs and Aboriginal Heritage Act 1975
- Local Government Heritage Working Party Recommendations to the Minister
- Burra Charter for Conservation (International Council for Monuments and Sites)
- Australian Productivity Commission - Enquiry on Conservation of Heritage
- Heritage Branch, Ministry of Community, Aboriginal and Women's Services, Government of British Columbia
- Australian Antarctic Division Strategic Plan, Government of Australia
- City of Port Philip Bay and City of Albury
- Western Australian Planning Commission State Planning Policy 3.5 - Historic Heritage Conservation