



HERITAGE
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HERITAGE COUNCIL OF VICTORIA

STRATEGIC PLAN 2016-2020

THE

Cover image: Plumbers and
Gasfitters (H2307) *Hin Lim Photography*

Inside cover: Total House (H2329) *Hin Lim Photography*

Mission Statement

*To lead in the recognition
and conservation of Victoria's
cultural heritage.*

Heritage Council of Victoria

The Heritage Council of Victoria (Council) is an independent statutory authority established as the Victorian Government's primary decision-making body on the identification of places and objects of (non-Indigenous) cultural heritage significance to the State of Victoria.

The Council lists places and objects of state-wide cultural heritage significance in the Victorian Heritage Register and hears appeals on registration matters and permits issued by the Executive Director, Heritage Victoria. Made up of 10 Members and 10 Alternate Members, the Council draws on a wide range of professional disciplines and organisations.

The functions of the Council are set out in Section 8 of the *Heritage Act 1995*.

Former Hoyts Cinema (H2335)
Hin Lim Photography



From the Minister

Victoria's heritage is at the heart of local identity for many communities. It creates a sense of place and enriches our lives by helping us to understand the past, ourselves and our place in the world.

When our heritage is properly interpreted, visitors can share this appreciation as they learn the stories of a place throughout time and, perhaps, discover links to their own past.

Our heritage stimulates local economies through tourism – in fact, for many communities, heritage tourism is a mainstay of economic activity.

Therefore the protection and promotion of our heritage and best practice in working with heritage places, is vital. The Heritage Council of Victoria continues to focus on this with its goals and objectives through this Strategic Plan.

Our State's significant heritage – those places and objects which are worth keeping because we expect them to be of value to future generations – is in safe hands.

The Hon. Richard Wynne MP

MINISTER FOR PLANNING

From the Chair

The Heritage Council prepares its Strategic Plan every five years.

This one follows intensive discussion by the Council of how it can discharge its statutory responsibilities and meet community expectations at a time of intense concern for the State's heritage.

As the hearings that arise from our responsibility for the Heritage Register have become more onerous and more demanding of our resources, we are mindful of the need to ensure Victorians understand how heritage protection works, to improve our partnerships with other agencies and to foster appreciation of how heritage enriches the State.

The Plan sets out the strategies, goals and activities whereby the Council intends to achieve these objectives.



Prof Stuart Macintyre AO

CHAIR

Taradale Railway
Precinct (H1595) *Martin Zweep*





Values

Respect for heritage

We value Victoria's heritage as an asset to be enjoyed and appreciated by all as an expression of our history, places and culture.

Collaboration


We value the knowledge others bring to heritage conservation, and encourage the sharing of experience and information.

Innovation

We value the exploration of new approaches to ensure a more sustainable future for Victoria's cultural heritage.

Skilled practice

We value the skills and resources that enable best-practice heritage management across the State to ensure the continuation of our precious heritage resources.



Plumbers and Gasfitters (H2307) *Hin Lim Photography*



Leonard French ceiling in Great Hall
of National Gallery of Victoria (H1499)

Our vision 2016 - 2020

Victorians connect with and value our diverse cultural heritage, acting as custodians for the stories of the past, present and future. Within this vision we aspire to have:

- ✱ Victorian communities, government, landowners and custodians understand the value of heritage and its contribution to enriched places and culture
- ✱ A world-class Victorian heritage system that protects and enhances heritage.

The Council's vision is further described by the goals of our four strategies.



Manifold Clock Tower,
Camperdown (Ho647)

Our strategies

Our strategies over the next five years are:

Strategy 1:

Understanding of cultural heritage

Strategy 2:

Effective and integrated heritage system

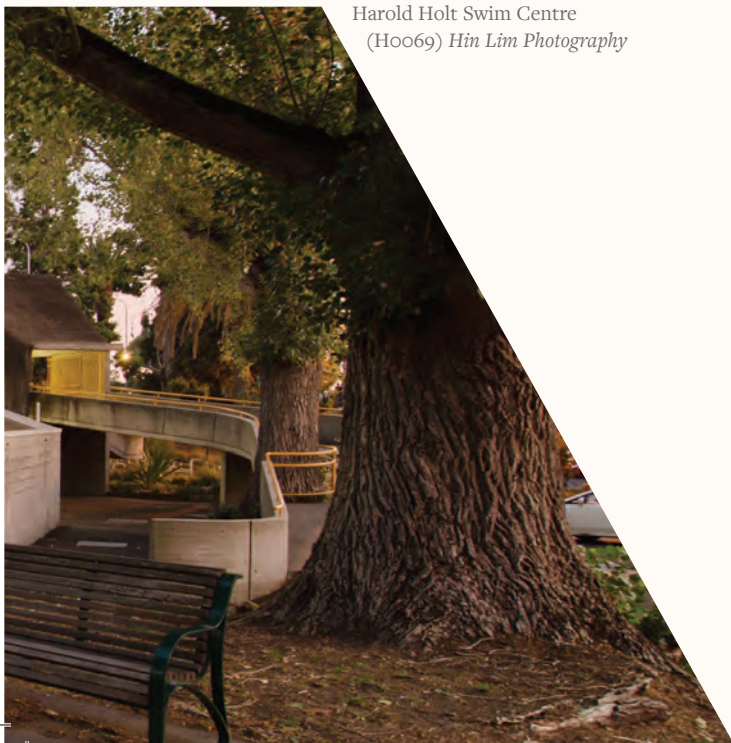
Strategy 3:

Innovative heritage projects and practice

Strategy 4:

Improved Council governance and operations

Harold Holt Swim Centre
(Hoo69) *Hin Lim Photography*



STRATEGY 1:

Understanding of cultural heritage

Context

Victoria's heritage is rich and diverse. From the grandeur of Flinders Street Station to the scenic landscapes of the Great Ocean Road, from the rustic craftsmanship of the Murtoa Stick Shed to the Brutalism of the Plumbers and Gasfitters Union Building, there are more than 2,400 State significant heritage places and objects on the Victorian Heritage Register. These places and objects contribute to the liveability of Victoria and provide a wide range of economic, social and other benefits.

Under the Heritage Act, a statutory function of the Council is to promote public understanding of Victoria's cultural heritage. We understand that people protect and care for what they value, and so we are committed to supporting the community to appreciate Victoria's heritage.

We promote understanding in many ways including: listening to and sharing knowledge with communities, practitioners, owners, custodians and government bodies; administering the Heritage Register, which recognises and protects the most significant places and objects in the State; providing forums for debate and discussion; and working with government and heritage industry partners to improve community understanding.

This strategy has dual aims of increasing the level of understanding of heritage in the Victoria community, and also using community knowledge to improve the Council's understanding of the community's heritage values.

Goals

Our goals for this strategy are that:

- ✦ More Victorians understand the role heritage plays in the life of our communities
- ✦ The Heritage Register reflects the range of heritage valued by our communities
- ✦ The Council takes a leading role in promoting and shaping discussions about heritage.

Strategic actions

The most important actions that the Council must take in the next five years towards our goals are to:

- ✦ Develop a communications plan linked to the new Act and this strategic plan. The communications plan should identify actions to:
 - Ensure the Council is a vital part of public heritage conversations
 - Communicate the Council's decisions clearly
 - Communicate effectively with heritage professionals, asset managers local government and other key stakeholders
- ✦ Support the Council to speak on important heritage issues
- ✦ Run new and promote existing programs that improve community understanding and connection to cultural heritage

*We understand that
people protect and care
for what they value*

Former Clyde Cameron College
(H2192) Rob Lacey Photography

STRATEGY 2:

Effective and integrated heritage system

Context

Our heritage system is complex, with different levels of significance and different organisations responsible for different parts of its management. The Council aims to improve the ease with which owners, community members and others can engage with our processes, and ensure they understand the various roles and responsibilities. We believe that a Victorian Heritage Strategy is key to bringing together all relevant partners, and ensuring that Victoria leads the way in heritage best practice.

Throughout 2015 and 2016, the State Government has reviewed the Heritage Act to ensure that Victoria has a heritage system that effectively protects and values cultural heritage. The Council has provided significant input into the review. Since this is the most comprehensive review of the Act since its inception in 1995, the Council hopes it will allow us to streamline and simplify our regulatory functions, and make it easier for Victorians to engage with the Council's processes.

Goals

Our goals for this strategy are that:

- ✦ Victoria has a world-class heritage system that protects and enhances heritage
- ✦ There are clear roles, processes and understanding of how organisations in the heritage system work together to protect heritage
- ✦ All stakeholders are active partners in protecting and enhancing cultural heritage.

We believe that a Victorian Heritage Strategy is key to bringing together all relevant partners, and ensuring that Victoria leads the way in heritage best practice

Former Carlo Gervasoni Homestead (Ho8o8)

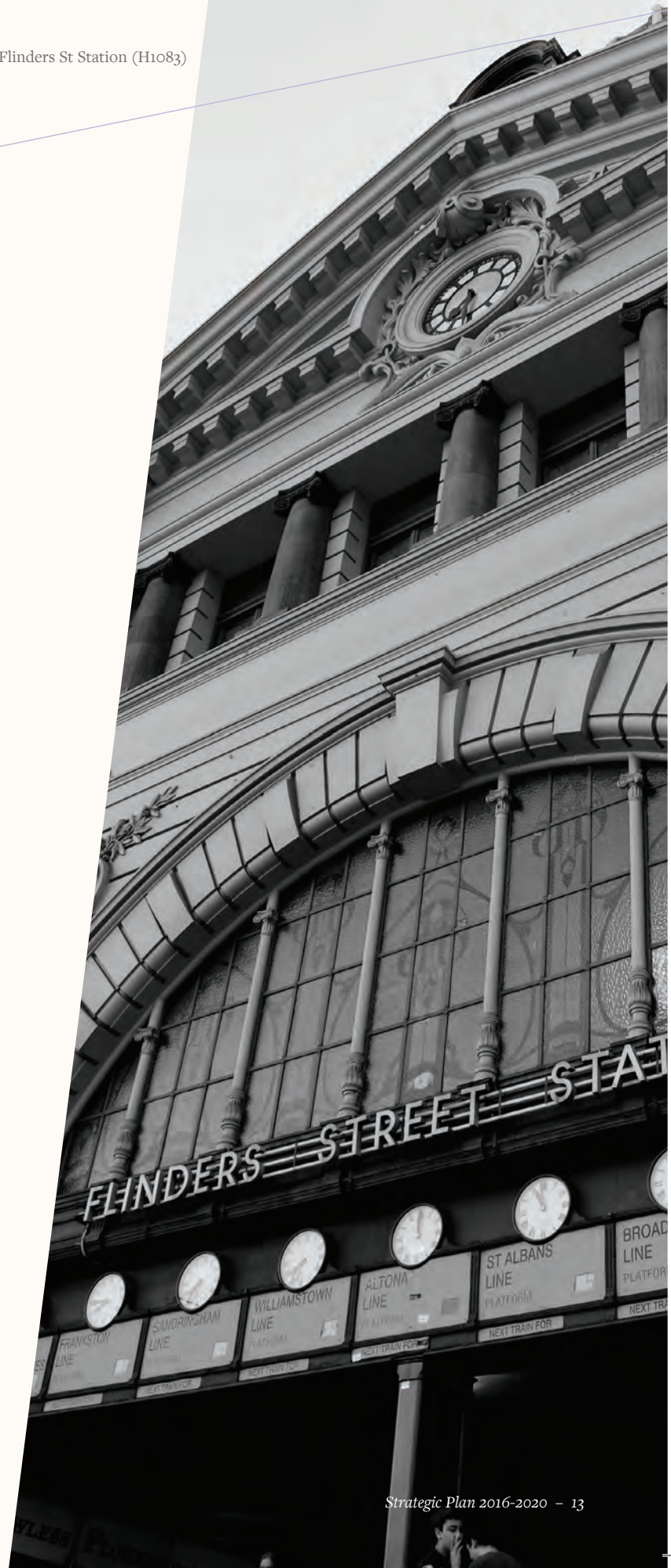


Flinders St Station (H1083)

Strategic actions

The most important actions that the Council must take in the next five years towards our goals are to:

- Work with the Minister, Heritage Victoria, National Trust, local government, community heritage organisations and other stakeholders to communicate and clarify responsibilities and processes
- Conduct a feasibility study for the preparation of a Victorian Heritage Strategy including its scope, how it will be developed and by whom



STRATEGY 3:

Innovative heritage projects and practice

Context

As communities grow and change, the heritage we value evolves along with us. The Council supports innovative heritage policy and practice that keeps pace with this evolution.

From its inception as the Register of Historic Buildings, the Victorian Heritage Register has expanded to include objects, archaeological sites, trees, shipwrecks, landscapes and structures; and to represent diverse values, from technical achievement to social significance. Community expectations of heritage, local and international academic work, and changing technologies and ways to interpret heritage all require changes in how the Council conducts its business. Our innovative projects allow us to respond to these developments and put ourselves at the forefront of heritage innovation.

The Council has completed successful projects such as the award-winning Vic-Heritage App; work on adaptive re-use of industrial heritage places; and work on recognition of landscapes and shared values. We will continue to explore the boundaries of cultural heritage and how it can be shared and appreciated.

Goals

Our goals for this strategy are that:

- ✦ The Council leads innovative heritage recognition and management across the State
- ✦ The Council completes at least three widely used projects to champion and support exemplary heritage practice
- ✦ The Council works effectively with managers of natural, Aboriginal and non-Aboriginal cultural heritage to encourage a greater understanding of shared values
- ✦ The Council supports development of a more highly skilled Victorian heritage workforce - professional and trade - available to support custodians and policy makers.



Rippon Lea Estate
(H0614)

Strategic actions

The most important actions that the Council must take in the next five years towards our goals are to:

- ✦ Investigate ways to support owners and custodians, including technical advice and support.
- ✦ Work with agencies and custodians responsible for natural, Aboriginal and non-indigenous cultural heritage to improve collaboration and understanding of shared values
- ✦ Develop resources for different stakeholders to improve their awareness of best practice cultural heritage

*As communities grow and change,
the heritage we value evolves along with us*

Coops Shot Tower
(H0067)

STRATEGY 4:

Improved Council governance & operations

Context

The Council's regulatory functions, as set out in the *Heritage Act 1995*, include: advising the Minister on cultural heritage matters; developing and publishing criteria for assessing cultural heritage; approving changes to listings of places and objects on the Victorian Heritage Register; and formally reviewing appeals against decisions by the Executive Director of Heritage Victoria.

The workload of the Council is growing. In 2015-16, the Council considered 51 registration matters, up from 42 in the previous year and 34% higher than in 2012-13.

Under the Act, the Council is also required to determine appeals against permit decisions made by Heritage Victoria about assets on the Victorian Heritage Register. Typically, appeals are against refusals to develop sensitive heritage-protected buildings. While the number of these types of appeals is relatively small, cases are becoming increasingly complex and resource-intensive due to growing volumes of hearings and ever more complex considerations.

The Council currently has many new members, and is adjusting to a more rigorous governance environment following the separation of the Council's secretariat from Heritage Victoria.

It is important that the Council focusses on continuing to improve governance and operations so that statutory functions are fulfilled effectively and efficiently.

Point Hicks Lighthouse
(H1983)

Goals

Our goals for this strategy are that the Council:

- ✦ Has adequate staff and financial resources to enact its statutory functions in the face of greater volume and expectations
- ✦ Has capacity to provide robust and effective advice to the Minister
- ✦ Has capacity to make and communicate high-quality decisions that are consistent and well informed.



Strategic actions

The most important actions that the Council must take in the next five years towards our goals are to:

- ⌘ Perform our statutory functions efficiently and effectively
- ⌘ Examine ways to improve efficiency and increase resources to the Council, including advocacy for increased staff and project funds
- ⌘ Review processes to ensure best-practice decision making and improve procedures for hearings
- ⌘ Provide strategic training for members to ensure best-practice hearings practices and protocols

It is important that the Council focusses on continuing to improve governance and operations

Harold Holt Swim Centre (H0069)
Hin Lim Photography

Ballarat Avenue of Honour
and Arch of Victory (H2089)





HM Pentridge Prison,
Panopticon, A Division (H1551)

Bairnsdale Court House (H1462)

Old Colonists Association,
Ballarat (H0116)

Keith Haring Mural,
Collingwood (H2055)



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