

### 3.5 ADOPTION OF THE CITY'S HERITAGE STRATEGIC PLAN

**Ward:** (All Wards) (Strategic Planning)

**Disclosure of Interest:** None

**Authorised Officer:** (Executive Manager Planning)

#### KEY ISSUES

- A corporate objective of the City's *Strategic Community Plan 2012-2022* is to "maintain and protect heritage".
- There is a need to provide an overall perspective of how the City manages heritage issues and how that can be improved and co-ordinated across the organisation.
- A SWOT analysis was conducted which identified strengths and weaknesses in the way in which the City currently manages heritage issues.
- The Heritage Strategic Plan provides a Vision and Objectives for heritage management across the City, from which strategies and actions are detailed, addressing issues identified in the SWOT analysis.
- The Plan will provide direction to business units, enable business units to better co-ordinate with each other and assist business planning.
- A total of six submissions were received at the close of a 42 day advertising period, which were all generally supportive.
- The issues of recognising Aboriginal heritage and the natural environment were raised in one submission.
- The heritage Strategic Plan and its Actions have been amended from that advertised to make more specific reference to Aboriginal cultural heritage and the natural environment.

It is recommended that Council adopt the City of Swan Heritage Strategic Plan 2013.

#### BACKGROUND

The City considered the draft Heritage Strategic Plan and background report at its Ordinary meeting on 6 February 2013 and resolved to advertise the draft Heritage

Strategic Plan and background report for public comment for a minimum of 21 days. The extended submission period of 42 days closed 31 May 2013 with six submissions subsequently being received from:

- Metropolitan Redevelopment Authority;
- Office of State Heritage;
- National Trust;
- Guildford Association;
- B Dundas; and
- Helena River Catchment Group.

The content of these submissions, staff comment and recommended actions on the submissions are summarised on the Schedule of Submissions at **Attachment 1** and discussed below.

## DETAILS

The City's *Strategic Community Plan 2012-2022* includes Built Environment strategy B2.1.2 "*maintain and protect heritage*" and Economic strategy E3.1.2 "support our heritage tourism hubs for future generations ". There is, however, no generic document (other than the Guildford Conservation Precinct and Design Guideleines) that provides guidance to the City's business units or the community on how these objectives are to be achieved. Many business units are doing many good things relevant to managing the City's heritage but this is often occurring in isolation from each other and there is no overall perspective of how the City is managing heritage issues and how that could be improved and co-ordinated across the organisation. This perspective and guidance may be provided through the adoption of a Heritage Strategic Plan.

The purpose of the City of Swan *Heritage Strategic Plan 2012* is therefore to enable the City to:

- Build on the City's *Strategic Community Plan 2012-2022* which has the key strategy to "*maintain and protect heritage*";
- Co-ordinate and align its approach to heritage management to ensure that business units are working in the same direction and provide for the efficient use of resources;
- Provide clarity on both the City's commitment and approach to the management of its heritage assets in a manner that is both easily understood and accessed;
- Identify positive heritage measures already employed by the City;
- Identify and prioritise work to be done in the future and budget for these; and

- Appropriately manage and monitor the heritage assets of the community.

### **Scope of project**

The scope of the project was to define strategies and actions for the development of projects, policies, procedures, programs and other initiatives that will contribute to preserving and enhancing the City's built and natural heritage. This was to include the following:

- Identifying the strengths and weaknesses of the City's current heritage management framework of policies, procedures, programs and practices;
- Establishing a Vision and Objectives for heritage management within the City;
- Developing and prioritising strategies and actions to implement the Vision and Objectives and address identified weaknesses in the current framework.
- Determining the resources required to implement the recommended Strategies and Actions; and
- Identifying methods for monitoring and evaluating the effectiveness of the Strategies and Actions implemented.

### **Methodology**

Following a Request for Quotation (RFQ) process, TPG Town Planning, Urban Design and Heritage was appointed as consultants with heritage expertise to assist with the development of the Heritage Strategic Plan.

A workshop conducted with Elected Members developed a vision for the management of the City's heritage, from which objectives were developed following four themes, being:

- **Knowing** (identification of heritage assets and positive measures already in place);
- **Protecting** (prioritising and budgeting for conservation and other protection measures);
- **Supporting** (consistently managing private and government owned heritage assets); and
- **Promoting** (celebrating achievements and leveraging community and economic benefits).

A SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) of the City's current heritage framework of policies, procedures, programs, practices and initiatives was conducted by the consultants by reviewing the range and content of current documents and interviews with stakeholder groups, which comprised the Executive, relevant business unit managers and representatives from the Guildford Association and

the Swan Guildford Historical Society. The results of this analysis are detailed in the *Report for the City of Swan Heritage Strategic Plan* (see **Attachment 2**)

The results of the SWOT analysis were used to develop in liaison with relevant business units Strategies and Actions aligned to the four themes developed from the Vision and Objectives. The Strategies and Actions identify the responsible business unit and assign a priority in order to assist with business planning. The Strategies and Actions comprise the core elements to the *Heritage Strategic Plan 2013* (see **Attachment 3**).

### **Key Issues**

The SWOT analysis confirmed that many business units are doing many good things across the four themes of the strategy; however, it identified a number of key issues, which include:

- Need to align, co-ordinate and communicate the roles of business units with heritage responsibilities;
- Perception that heritage management is subjective and overly complex;
- Balancing heritage conservation with redevelopment and commercial reality is a challenge;
- Limited recognition of the importance and diversity of the City's heritage;
- Gaps in identifying, understanding and documenting the City's heritage;
- Lack of practical information (policies, guidelines, etc) to inform all stakeholders on heritage conservation;
- There are high community expectations with little funding and resources available to the City;
- There is no assigned officer to advocate, monitor and co-ordinate the City's heritage management; and
- The City's website is not used to its best advantage to promote the City's heritage.

### **Proposed Strategies and Actions**

Many of the *Strategies* and *Actions* in the draft Heritage Strategic Plan are already being conducted by business units to at least some degree and do not require significant additional resources, if any. The Heritage Strategic Plan *Actions* address the key issues identified and will enable business units to better leverage and co-ordinate with the work of other business units, prioritise and budget for work and provide all stakeholders with an overall perspective of how the City will go about seeking to "*maintain and protect heritage*" in accordance with the objectives of the City's *Strategic Community Plan 2012-2022*.

## **CONSULTATION**

Representatives of the Guildford Association and Swan Guildford Historical Society initially participated in the SWOT analysis as key community stakeholders that informed the background report. The background report and draft Heritage Strategic Plan were then advertised for 42 days by notices in local newspapers for two consecutive weeks and direct mail advice to identified stakeholders.

In summary, the submissions are positive and supportive and indicate the willingness of the organisations concerned to work with the City in implementing the actions identified in the Strategy and to contribute to positive heritage outcomes for the City.

The most significant issues that arose from the submissions relate to addressing landscape and aboriginal heritage issues within the Heritage Strategic Plan:

### **Aboriginal Heritage**

The Heritage Strategic Plan focuses on historic heritage in line with *State Planning Policy 3.5 Historic Heritage Conservation* (SPP3.5). While it is recognised that the City of Swan district is highly significant for Aboriginal cultural heritage, Aboriginal heritage matters are managed by the Department of Aboriginal Affairs under the *Aboriginal Heritage Act 1972* and much of Aboriginal heritage is for only that community or parts of that community to know and manage. The City, however, seeks an inclusive approach to understanding the district's heritage and encourages opportunities to develop partnerships with Aboriginal stakeholders. The Strategy and its Actions have therefore been amended to make specific reference to liaison with the Department of Aboriginal Affairs, the South-west Aboriginal Land and Sea Council and the Swan Indigenous Reference Group. Other existing Actions in the strategy provide the opportunity for the recognition of Aboriginal cultural heritage, while any specific initiatives should be made only in co-operation with relevant Aboriginal stakeholders.

The possibility of development of an Aboriginal Cultural Centre in the Swan Valley is the subject of ongoing discussions and investigation.

### **Landscape**

The value of landscape (both natural and built environment) will be recognised through the completion of landscape character assessments as part of the City's Local Area Planning process. Character assessments will identify the key landscape elements that create a sense of place and make each place unique. Character assessments may then be used to inform policy and decision making with the intent of maintaining the unique identity of places in line with the City's Place Management and Local Area Planning philosophy. The Heritage Strategic Plan and its Actions have therefore been modified to make specific reference to the City undertaking Landscape Character Assessments and to recognise and develop partnerships with natural heritage stakeholders such as the Helena River Catchment Group.

## **ATTACHMENTS**

- *Schedule of submissions;*
- *Report for the City of Swan Heritage Strategic Plan 2013* (amended from advertised) provided under separate cover; and
- *Draft Heritage Strategic Plan 2013* (amended from advertised) provided under separate cover

## **STRATEGIC IMPLICATIONS**

The Plan fulfils an objective of the City's *Strategic Community Plan 2012- 2022* and demonstrates the City's commitment to managing its cultural heritage for the benefit of current and future generations.

## **STATUTORY IMPLICATIONS**

The Heritage Strategic Plan is not a document prescribed in legislation or policy but is an initiative of the City of Swan. Some of the *Actions* within the Plan are, however, in fulfilment of statutory obligations under the *Heritage of Western Australia Act 1990* and other statutory instruments.

## **FINANCIAL IMPLICATIONS**

The *Heritage Strategic Plan 2013* includes *Actions* that involve future allocation of budget resources, although in most instances this is already being provided for by business units. Recommended actions contained in the Strategy will be included in the City's business planning processes, through which its implementation will be managed.

## **VOTING REQUIREMENTS**

Simple majority

## **RECOMMENDATION**

That the Council resolve to:

1. Adopt the City of Swan Heritage Strategic Plan 2013 and the accompanying Report for the City of Swan Heritage Strategic Plan.
2. Advise those who lodge a submission of Council's decision accordingly.

**CARRIED**