

Heritage Strategy

2019 – 2023

Identifying, protecting, supporting
and promoting our heritage





Acknowledgement of Country

The City of Subiaco acknowledges the Whadjuk Noongar people as the traditional custodians of the area. We recognise their cultural connection to the land and waterways of Subiaco, and their continuing contribution to our city.

Subiaco Centenary Tiles by Jenny Dawson and Sandra Hill



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Introduction

Heritage means the tangible and intangible things from the past which we value enough today to pass on to future generations. The City of Subiaco (the City) is rich in history and heritage.

This Heritage Strategy has been prepared to provide a clear framework and direction for the management of the City's heritage into the future. It defines strategies and actions for the preparation of projects, policies, procedures and other initiatives that contribute to conserving, enhancing and promoting the City's local history and heritage. The Strategy integrates heritage conservation and management within the City's overall property, planning and administrative framework enabling the City to:

- clarify its commitment and approach to the management of heritage in a way that is easily understood and accessed
- ensure heritage management is co-ordinated and aligned across the organisation
- identify positive heritage measures already undertaken by the City
- identify key issues that need to be addressed and budgeted for
- appropriately manage and monitor the City's heritage for the community
- increase efficiencies and resourcing
- create consistency and transparency in decision making in relation to heritage matters.

The City recognises that its heritage is a valuable asset providing for a broad range of social, environmental and economic benefits. The value and importance the local community places in its history and heritage is captured and reflected in the visions and objectives of the City's Strategic Community Plan (SCP):

"Our community is welcoming, diverse and respectful of each other. We have a strong sense of identity and the City's history is celebrated."

and

"Our heritage buildings, places and streetscapes are protected and maintained, and new developments have been integrated with a respect for this heritage."

The Heritage Strategy builds on the key objectives and strategies in the City's Community Strategic Plan and Corporate Business Plan by translating the high level strategies into more specific prioritised strategies and actions.



Background

2.1 Historical Context

The City of Subiaco is located in inner metropolitan Perth, three kilometres from the Perth Central Business District and comprises of the suburbs of Subiaco, Shenton Park, Daglish and Jolimont.

The Noongar people are the traditional owners of the City of Subiaco area. In 1832, this area was recorded as forming part of the Mooro territory occupied by Yellagonga's group. Yellagonga's family lived and moved across their land according to the seasons, using their knowledge of the land to travel along familiar pathways from watering holes to campsites and gathering places.

The built fabric of today's Subiaco was shaped by the gold rush and resultant population boom which occurred from the 1890s. This saw residential development, the construction of infrastructure and the introduction of state government services and resulted in Subiaco being proclaimed a municipality in 1897. Rokeby Road and Hay Street developed as the central and commercial spines of the municipality and a distinct character, complete with brick houses in the Federation style and timber workers cottages, was formed. The immediate post war periods saw further development and subdivision and the advent of Inter-war and Art Deco architectural styles.

Since the 1950s the city has undergone a period of ongoing expansion and modernisation with demolition and redevelopment, some of which has led to concerns about the preservation of Subiaco's identity and sense of place. In light of such developments, the Subiaco Historical Society was formed in 1973. Two years later the City of Subiaco provided the Historical Society with a building for establishing a museum, opening on 2 November, 1975. Initially run by volunteers, the City took over the ownership and management of the museum in 1994 and the Historical Society was wound up in 1997. There are now more than 12 000 items in the museum collection, including more than 2500 photographs dating from the 1890s to the present, and objects and documents spanning Subiaco's long history. The museum also acquires, maintains and makes available the City's Local History Archive.

In 2012, following a lengthy consultation and engagement period, the City adopted its Strategic Community Plan. The value and importance the local community places in its history and heritage is very much reflected in the vision and objectives of this plan. Since the adoption of the plan the City has made significant progress regarding its management and protection of the built environment. It has identified and designated the Rokeby Road and Hay Street Heritage Area, a number of residential heritage areas and has adopted a further 64 individual places on the Heritage List, bringing the total number of places on the list to 72. The City has also developed and adopted a number of local planning policies including policies that provide guidance on the development of heritage places and areas, assessment criteria for individual places and heritage areas and incentives for heritage conservation.

2.2 What is heritage and what are its benefits?

Heritage is what we value from the past and want to save for future generations and may be tangible or intangible:

- **Tangible cultural heritage includes** artefacts, buildings, records and cultural landscapes.
- **Intangible cultural heritage includes** oral history, language, traditions, skills and stories.

The Heritage Strategy considers the tangible and intangible heritage of all cultures.

A **heritage place** is a geographically defined area identified as being of cultural heritage significance. A place may include archaeological remains, buildings, structures, objects, gardens, trees and views.

Growing research into the benefits of heritage has established that caring for, protecting and promoting heritage provides for a broad range of social, environmental and economic benefits:

- Heritage places provide for a sense of community identity, build civic pride and help define the unique character of an area.
- Well maintained and interpreted heritage places increase tourism to an area by offering a competitive advantage through unique character. This attracts people to stay longer and supports economic benefits through increased expenditure.
- Heritage places can stimulate curiosity about the past and be important sources of learning.
- The conservation and adaptation of heritage places helps avoid and/or reduce demolition waste, promoting environmentally sustainable communities.
- Museums, through their cultural collections, provide stakeholders and the public with a range of opportunities to engage with interpretations of both tangible and intangible heritage.
- As public spaces museums provide new and changing experiences of our heritage through the development of exhibitions and complementary public programs.



Rokeby Road near Hay Street c 1910 © Subiaco Museum

2.3 Strategic Context

The *Local Government Act 1995* requires all local governments to produce a Strategic Community Plan under the Integrated Planning and Reporting Framework. The City's commitment to protecting and celebrating its heritage is established in its Strategic Community Plan, adopted in April 2012 and reviewed in 2017, which outlines the community's aspirations, priorities and vision for the future. Two focus areas in the plan place a strong emphasis on history and heritage and outline key objectives and strategies in relation to both.

The City's Corporate Business Plan 2018-21 integrates the community aspirations in the Strategic Community Plan into local government operations and service delivery (**Figure 1 - The Corporate Business Plan framework**). In order to implement the objectives of the Strategic Community Plan and the Corporate Business Plan, and to meet various statutory obligations, the City has developed a number of supporting operational plans and strategies. These are designed to cascade so that high-level objectives and strategies in the Strategic Community Plan and Corporate Business Plan are translated into more specific prioritised actions in lower order plans/strategies, such as the Heritage Strategy. These integrated plans/strategies provide an understanding of the City's approach to planning for the future.

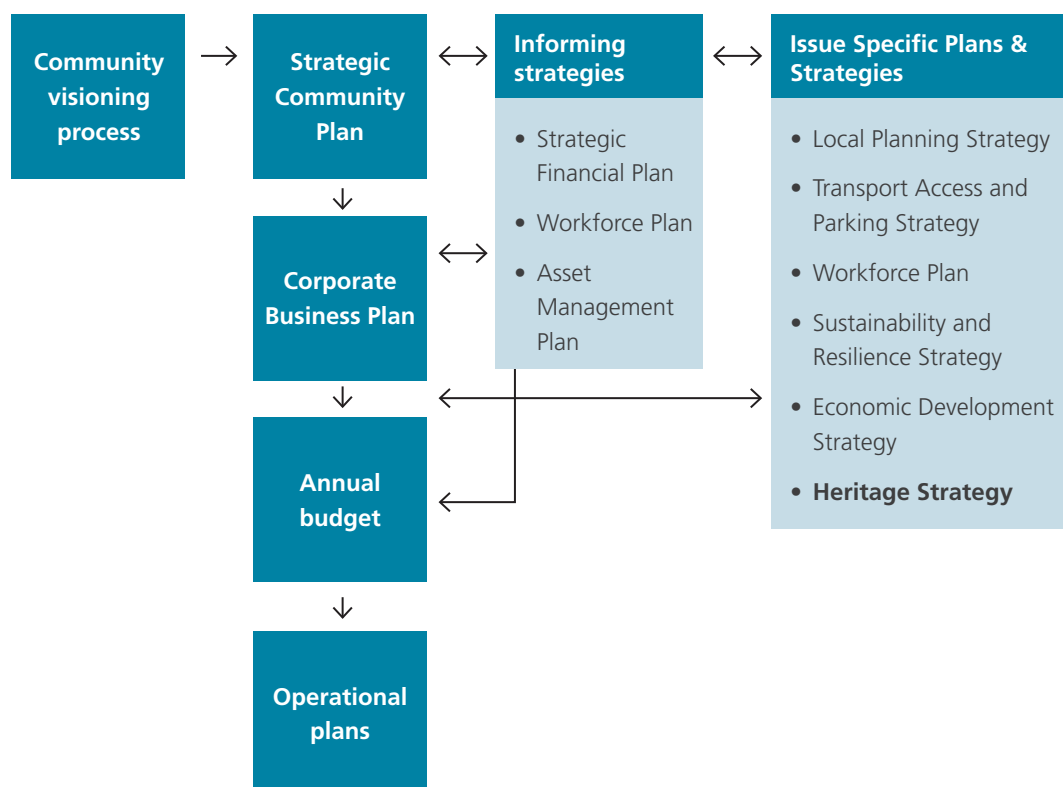


Figure 1: The Corporate Business Plan framework

2.4 Statutory Context

Heritage management sits within a broader statutory framework. The Heritage Strategy will assist council in meeting its obligations under the *Heritage Act 2018*, the *Aboriginal Heritage Act 1972* and the *Planning and Development Act 2005*.

Subiaco Museum follows the guidelines suggested by the Australian Museums and Galleries Association and in addition to this the museum is guided by a range of professional standards relating to the acquisition, conservation and interpretation of cultural material. The City is also guided by the *State Records Act 2000* in terms of its records management.

Aboriginal Heritage Act

The *Aboriginal Heritage Act 1972* protects all Aboriginal heritage sites in Western Australia whether or not they are formally registered. Local governments must comply with the Act (along with all other land owners and managers). The Act is currently under review (2019).

Heritage Act 2018

The *Heritage Act 2018* provides for the recognition and conservation of places of cultural heritage significance to the State and for the identification of places of local heritage significance.

State Register of Heritage Places

The State Government manages the State Register of Heritage Places. Planning, building, demolition and other proposals affecting a place in the State Register are referred by the relevant decision making authority (usually a Local Government) to the Heritage Council of Western Australia. The determination of a proposal must be consistent with the advice provided by the Heritage Council unless it is determined by the decision making authority that there is no feasible or prudent alternative except to take a different action.

Local Heritage Survey

The *Heritage Act 2018* requires local governments to prepare a Local Heritage Survey (previously referred to as a Local Government Inventory or Municipal Heritage Inventory) and to review it regularly. The Local Heritage Survey (LHS) is a survey to identify heritage places in the local district. Its purpose is to provide a cultural and historic record of the local district; to assist in determining conservation policies; and to inform the Local Planning Strategy and the development of a Heritage List under the Local Planning Scheme where heritage protection controls can be included. The City adopted its first LHS in 1995 and reviewed it in 2002. Since 2012 the City has been progressively reviewing and updating its LHS as heritage surveys and assessments are undertaken.

Australia ICOMOS Charter for Places of Cultural Significance (Burra Charter)

The Burra Charter is recognised in Australia as best practice standard for managing cultural heritage places. It provides consistency for heritage terminology, documentation and research, conservation works and interpretation.

Although it is not a legal requirement to adopt the principles of the Burra Charter its principles are, and will continue to be, embedded in the City's policies and management practices

Planning and Development (Local Planning Schemes) Regulations 2015

The *Planning and Development (Local Planning Schemes) Regulations 2015* (the LPS Regulations) requires local government to prepare a local planning strategy for its local planning scheme.

A local planning strategy is a strategic planning document that sets out the long term vision, objectives and land use planning and addresses various planning topics including character and heritage. The City's draft Local Planning Strategy 2019 identifies areas which require further investigation to consider potential heritage merit. These are referred to as Heritage Investigation Areas.

A local planning scheme is the principal statutory tool which provides the zoning and development controls to implement the objectives of a local planning strategy. The Deemed Provisions of the LPS Regulations require a local government to establish and maintain a Heritage List and also includes an option to designate Heritage Areas within its local planning scheme.

Heritage List

The City of Subiaco Heritage List identifies properties that are of cultural heritage significance and considered worthy of protection. Places included on the Heritage List are usually identified as having exceptional (Level 1) or considerable (Level 2) significance.

Heritage Areas

A Heritage Area is an area that has been assessed as having cultural heritage significance, within which it has been deemed necessary to apply special planning controls to conserve and enhance the streetscape. A heritage area may contain elements of only minor individual significance but heightened collective significance.



2.5 Existing Achievements and Key Issues

An understanding of the strengths and weaknesses of the City's current heritage management was necessary in developing the heritage strategy. In late 2016 the City undertook community and stakeholder engagement to inform the preparation of the heritage strategy. The engagement opportunities included a community survey, community focus groups, a staff survey, staff focus groups, and an elected member workshop.

The purpose of the engagement sessions was to develop a vision and objectives for heritage management and to receive feedback on the strengths and weaknesses of the City's current heritage management from a strategic, operational and user perspective.

Existing achievements

The City has a wealth of heritage, both tangible and intangible, which reinforce our local identity and contribute to the feeling of continuous culture and history. In recognition of the importance of the area's heritage and its value to the local community the City has progressively implemented a number of initiatives over the years in order to identify, protect, manage and promote its cultural heritage:

- a museum and local history archive
- dedicated heritage staff
- dedicated volunteers who work in the museum
- statutory mechanisms to protect and encourage the retention and enhancement of the City's heritage
- a Thematic History which provides a historical context for the City's development
- heritage area studies that have resulted in the designation of a number of heritage areas with community support
- heritage assessments that have resulted in places being included on the Heritage List
- adopted and implemented standard best practice criteria for assessing heritage significance
- activities that promote the City's heritage
- incentives and assistance measures for owners of heritage properties
- a research service to members of the public through the Museum's local history archive
- information relating to historical street names included on street signs
- historical places and events promoted via graphic imagery on rubbish bins.

Key Issues

A number of key issues in the City's heritage management were identified through the engagement process and desk top review:

- A need to enable residents and visitors to conduct their own archival research, by making resources available and easily accessible to the community.
- A need to improve partnerships with the State Government and other agencies to ensure appropriate development outcomes for government owned heritage places.
- A need to improve the decision making process around heritage with more awareness of heritage matters by the City's elected members.
- A need to improve communication around the importance of the City's current heritage management processes, and the wide range of resources and information available.
- A need to close the gaps in the City's heritage listings.
- A need for educational and promotional programs to assist stakeholders to understand that heritage is an asset as opposed to a burden and liability.
- A need to further promote the heritage streetscapes and buildings as important aspects of the City's identity.
- A need for better communication between departments and to embed heritage in the City's policies, procedures and planning.
- A need to improve storage facilities for the museum collection.
- A need to increase Aboriginal history interpretation and promotion.
- A need to better use the spatial resources of the museum to facilitate greater public engagement and use of space and improve staff safety.
- A need to extend the City's asset register to include items from the museum's art and heritage collections.



Empire Day Celebration 29 May 1914 © Subiaco Museum



The Strategy

3.1 Vision Statement

The vision statement for the City's heritage management is informed by the Strategic Community Plan and the engagement sessions held with internal and external stakeholders. The vision underpins all the actions identified in this strategy:

"The City of Subiaco celebrates its rich history, while embracing the diversity and vitality of the present."

The heritage atmosphere of the City's streetscapes characterise our community and guarantees our identity for future generations. The City is proud of its stories, its history and its outstanding heritage areas and places."

3.2 Objectives

Broad objectives have been prepared to implement the vision and the strengths and weaknesses of the City's heritage management. These are:

- To ensure that the City's heritage information is easily available for community research.
- To ensure all stakeholders are aware of the statutory requirements of heritage protection.
- To ensure that the City's heritage is protected and celebrated, while also being innovative to encourage change.
- To complete heritage surveys in order to record, identify and consider protection of the City's heritage.
- To facilitate and encourage integration, consistency and understanding of heritage matters with the City's staff, elected members and local community.
- To increase the awareness and appreciation amongst all stakeholders of the City's unique and diverse heritage.



3.3 Themes

In order to achieve the vision and objectives the Heritage Strategy groups strategies and actions under the following four themes which are based on Heritage Victoria's Municipal Heritage Strategies: A guide for Councils (2012):

Knowing – identifying, assessing and documenting our tangible and intangible heritage.

Protecting – securing statutory protection for significant places and areas, developing policy/ guidelines to assist decision making and appropriate management, managing City owned heritage assets in accordance with best practice, developing and conserving the museum collections.

Supporting – incentives, advisory services, financial assistance, education and professional development.

Promoting & Communicating – measures to raise awareness and appreciation of our history and heritage.

3.4 Responsibility

Delivering heritage commitments requires a consolidated effort from various teams in the City. The strategy action plan outlines which business unit is responsible for implementing each action (in some cases more than one business unit is responsible).

Collaboration and partnerships between all stakeholders, both internal and external, will be critical to ensuring effective heritage management.

3.5 Resourcing

The majority of actions in the Plan can be accommodated within existing operating budgets. When additional funding is required for specific projects, this will be considered at the time of annual budget planning.

3.6 Monitoring and Review

The strategy will be monitored with progress reporting recommended every 2 years. This will provide an overview of the actions completed. A full review of the plan is intended to occur every 4 years.



Strategy Action Plan



4.1 Theme: Knowing

Identifying, assessing and documenting our tangible and intangible heritage

Identifying and documenting our heritage ensures that we have a comprehensive record and understanding of the places and stories that capture where we have come from as a community, allowing us to celebrate our history and protect our heritage where appropriate.

This section contains a range of actions from developing and maintaining our museum collections, and reviewing and updating the Local Heritage Survey. Importantly it also contains a range of actions to ensure that information on our heritage is available and easily accessible to all stakeholders.

The *Heritage Act 2018* requires local authorities to prepare and maintain a Local Heritage Survey (LHS) of places that are or may become of cultural heritage significance. The LHS is an information only resource and has no statutory power to protect a place or area. It is, however, an important record of our heritage helping to inform local heritage planning.

No	Action		Responsibility	Success measures	2019 -20	2020 -21	2021 -22	2022 -23	Funding
Strategy – Comprehensively identify and record the City’s heritage through surveys and studies.									
K1	Continue to use best practice criteria for the assessment of local heritage areas and places.		Planning Services	Heritage assessments are consistent and accountable and stand up when challenged.	✓	✓	✓	✓	Undertaken with existing resources
K2	Review and update the City of Subiaco Thematic History.		Planning Services	The City of Subiaco Thematic History is updated and available to the public.		✓			Not funded
K3	Undertake surveys of Heritage Investigation Areas identified in the City of Subiaco Local Planning Strategy	Triangle Precinct	Planning Services	Council receives reports on survey results and management responses. Places identified as being of cultural heritage significance are considered by Council for adoption on the LHS.	✓				Funded
		West Subiaco Precinct				✓			
		Daglish Precinct					✓		
		Shenton Park Precinct						✓	

No	Action	Responsibility	Success measures	2019 -20	2020 -21	2021 -22	2022 -23	Funding
Strategy – Comprehensively identify and record the City's heritage through surveys and studies.								
K4	Update the Local Heritage Survey following surveys of Heritage Investigation Areas.	Planning Services	Council receives reports on survey results and management responses. Places identified as being of cultural heritage significance are considered by Council for adoption on the LHS.	✓	✓	✓	✓	Undertaken with existing resources
K5	Undertake a major review of the Local Heritage Survey in accordance with statutory requirements (consistent with major reviews of the Local Planning Strategy).	Planning Services						Not funded
K6	Undertake a heritage survey in order to identify potential archaeological sites.	Planning Services			✓			Not funded
K7	Undertake an audit of the museum collection.	Museum Services	All items in the collection have been assessed, accounted for and are easily accessible.		✓	✓	✓	Undertaken with existing resources
K8	Maintain a comprehensive and accessible list of all information and photographs relating to Subiaco.	Museum Services	Information is current and easily accessible.	✓	✓	✓	✓	Undertaken with existing resources
K9	Actively collect items for the museum collection and identify and record the City's intangible, social and Aboriginal heritage.	Museum Services	The museum continues to develop a significant collection of Subiaco's cultural material.	✓	✓	✓	✓	Undertaken with existing resources
Strategy – Ensure information is readily available to all stakeholders.								
K10	Improve aboriginal heritage awareness, recognition and celebration through the future Reconciliation Action Plan.	Cultural Services	Heritage information is always current and easily accessible.		✓	✓		Not funded
K11	Continue to update the Heritage Database on the City's website.	Planning Services		✓	✓	✓	✓	Undertaken with existing resources
K12	Continue to maintain and update the heritage layer on Intra-maps and investigate ways of linking to relevant planning policies and heritage assessments within the layer for ease of access for community members and staff.	Planning Services Information Services		✓	✓	✓	✓	Undertaken with existing resources

Part four Strategy Action Plan

No	Action	Responsibility	Success measures	2019 -20	2020 -21	2021 -22	2022 -23	Funding
Strategy – Ensure information is readily available to all stakeholders.								
K13	Create an electronic file in the City's records systems where all heritage surveys, assessments and plans are saved and provide access to all staff.	Planning Services	Heritage information is always current and easily accessible. Heritage information is always current and easily accessible.	✓				Undertaken with existing resources
K14	Continue to ensure that all heritage surveys/assessments are included as part of the Local History Archive.	Planning Services		✓	✓	✓	✓	Undertaken with existing resources
K15	Develop and maintain a mailing list for owners of heritage properties in the City.	Planning Services		✓	✓	✓	✓	Undertaken with existing resources
K16	Improve access to the Museum's local history archive and local history information at the Subiaco Library.	Museum Services Library Services	Information is available online and updated as appropriate.		✓	✓		Not funded
K17	Audit the hardcopy local history archive, and photograph collection, develop effective indexing, and digitise photographs for online access through dedicated online software package e.g. Spydus.	Museum Services			✓	✓		Not funded
K18	Provide comprehensive online facility for the community to engage with information on their properties relating to the history of the properties, maps, texts and images.	Museum Services			✓			Not funded
K19	Redesign museum space to be more user friendly and to allow visitors to conduct their own research.	Museum Services	Visitors to the museum can interact with staff and undertake research in a welcoming and professional environment.	✓	✓	✓		Not funded





4.2 Theme: Protecting

Securing statutory protection for significant places and areas, developing policy/ guidelines to assist decision making and appropriate management, managing City owned heritage places in accordance with best practice, preserving the museum and local history collection.

Once lost our heritage cannot be replaced. It is essential that the City protects and conserves its heritage for the benefit of current and future generations and for the broad range of social, environmental and economic benefits that heritage provides.

This section contains a range of actions ensuring that the City protects and properly maintains and manages its heritage, appropriately conserves the museum collection and considers providing statutory protection to places and areas identified as having significant heritage value to the local community.

The statutory protection of heritage places and areas is provided for through the provisions of the City's Local Planning Scheme. This allows council to apply special planning controls to conserve and enhance heritage places and areas by including them on the Heritage List and/or designating Heritage Areas. The council is committed to working closely and consulting with all stakeholders through this process in order to ensure that the City's heritage listings are reflective of the community's wishes and values.

No	Action	Responsibility	Success measures	2019 -20	2020 -21	2021 -22	2022 -23	Funding
Strategy – Embed heritage in all of the City’s procedures, policies and planning.								
P1	Include a heritage notification on all internal registers of council owned assets to alert staff of any heritage considerations and the need to conserve and undertake works to appropriate conservation standards.	All Business Units	The number of City documents that consider heritage increases.	✓				Undertaken with existing resources
P2	Ensure that heritage is a consideration in the preparation or review of all City of Subiaco documents.	All Business Units		✓	✓	✓	✓	Undertaken with existing resources
P3	Ensure heritage is a consideration in the City’s procurement documentation.	Financial Services		✓	✓	✓	✓	Undertaken with existing resources
Strategy – Apply best practice heritage management to council owned heritage places.								
P4	Prepare and/or update Conservation Management Plans/ Strategies for council owned heritage places.	Planning Services	Heritage documentation for all council owned heritage places is up to date and any works have been undertaken with an understanding of and respect for their cultural heritage significance.		✓	✓		Not funded

Part four Strategy Action Plan

No	Action	Responsibility	Success measures	2019 -20	2020 -21	2021 -22	2022 -23	Funding
Strategy – Apply best practice heritage management to council owned heritage places.								
P5	Appropriately maintain council owned heritage places in accordance with Conservation Management Plans/Strategies.	Operations & Environment Services Commercial Services Transport & Infrastructure Development	Heritage documentation for all council owned heritage places is up to date and any works have been undertaken with an understanding of and respect for the cultural heritage significance of places.	✓	✓	✓	✓	Undertaken with existing resources
P6	Develop a form for each heritage place to be circulated to all staff, contractors, consultants and companies employed to manage and undertake works to council owned heritage places. The form should: <ul style="list-style-type: none"> • identify the significance of the place • identify any statutory requirements • outline any heritage plans/ studies that need to be considered when works are proposed • include a point of contact to discuss and assist in the resolution of any heritage issues. 	Planning Services Operations & Environment Services Commercial Services			✓			Undertaken with existing resources
Strategy – Consider the statutory protection of places and areas identified as having cultural heritage significance.								
P7	Prepare a thorough methodology for council consideration, outlining an approach to undertaking Heritage Surveys.	Planning Services	Council receives reports in relation to the protection and management of significant heritage places and areas.	✓				Undertaken with existing resources
P8	Undertake heritage assessments of places and areas identified through Heritage Surveys as being of considerable cultural heritage significance and continue to consider the inclusion of these places on the Heritage List and the designation of Heritage Areas in accordance with Local Planning Policy 3.1.	Planning Services		✓	✓	✓	✓	Funded

No	Action	Responsibility	Success measures	2019 -20	2020 -21	2021 -22	2022 -23	Funding
Strategy – Consider the statutory protection of places and areas identified as having cultural heritage significance.								
P9	Develop a Heritage at Risk Register to implement actions to combat neglect, such as targeted consultation outlining funding and other incentives available.	Planning Services Building Services	Council receives reports in relation to the protection and management of significant heritage places and areas.		✓			Undertaken with existing resources
P10	Continue to develop and review heritage policies/guidelines to assist decision making and appropriate management of listed properties.	Planning Services		✓	✓	✓	✓	Funded
P11	Provide protection from development to heritage places through conditions of planning approval.	Planning Services	Conditions of planning approval are used to manage impacts on heritage places and areas.	✓	✓	✓	✓	Undertaken with existing resources
P12	Continue to protect Aboriginal Sites in accordance with legislative requirements.	Technical Services	Aboriginal sites are protected and legislative requirements are met.	✓	✓	✓	✓	Undertaken with existing resources
Strategy – Develop and appropriately conserve the museum collection.								
P13	Investigate commercial opportunities for the museum (events, product development, online print orders, research fees etc.) to raise revenue to be directed to the conservation of the museum collection.	Museum Services	The museum generates an income from merchandising related to exhibitions and print orders.		✓	✓		Undertaken with existing resources
P14	Investigate grant options to assist with improved protection and conservation of the museum collection.	Museum Services	The museum will have secured grant funds to pay for conservation projects.	✓	✓	✓	✓	Undertaken with existing resources
P15	Develop an “at Risk Register” for the museum collection identifying items requiring urgent conservation.	Museum Services	The museum collection has a comprehensive conservation strategy.	✓	✓			Undertaken with existing resources
P16	Utilise the experience and skills of staff members in the conservation and storage of the Museum’s significant cultural material.	Museum Services	Museum staff are qualified museum professionals.	✓	✓	✓	✓	Undertaken with existing resources
P17	Investigate options for larger and improved storage options for the museum collection.	Museum Services	The museum’s valuable collection is housed in museum-grade storage facilities.		✓	✓	✓	Not funded
P18	Develop a Museum Interpretation Plan	Museum Services	An Interpretation Plan is available to the public and the museum’s engagement activities are informed by the plan.		✓	✓	✓	Not funded



4.3 Theme: Supporting

Incentives, advisory services, financial assistance, education and professional development

Providing support to all stakeholders in managing and conserving the City's heritage is key to achieving improved heritage outcomes and for fostering positive perceptions about the City's heritage. This section includes actions that provide for opportunities to increase and build knowledge amongst all stakeholders as well as actions that provide for incentives and assistance measures to assist owners with the conservation and enhancement of their heritage properties.

No	Action	Responsibility	Success measures	2019-20	2020-21	2021-22	2022-23	Funding
Strategy – Foster positive perceptions about the City's heritage.								
S1	Continue to provide assistance to property owners through the City's Heritage Grants Fund.	Planning Services	The City continues to facilitate the conservation of heritage places.	✓	✓	✓	✓	Funded
S2	Continue to offer professional advice to owners of heritage listed places through the City's Heritage Advisory Service.	Planning Services		✓	✓	✓	✓	Funded
S3	Continue to waive development application fees for works on heritage places that would normally be exempt from planning approval.	Planning Services		✓	✓	✓	✓	Undertaken with existing resources
S4	Continue to support the variation of provisions in the Local Planning Scheme for heritage listed places and heritage areas to achieve positive heritage outcomes.	Planning Services		✓	✓	✓	✓	Undertaken with existing resources
S5	Provide support to property owners and businesses by investigating potential uses for the upper floors of listed buildings and help facilitate these uses through the approvals process and understanding legislations.	Economic Development Planning Services Building Services		✓	✓	✓	✓	Undertaken with existing resources
S6	Investigate ways to provide further support to owners and managers of heritage listed places.	Planning Services Cultural Services Economic Development		✓	✓	✓	✓	Undertaken with existing resources
S7	Implement the City's Streetscape Plan for Residential Heritage Areas.	Operations & Environment Services	All new works are compatible with the heritage values of the City's Heritage Areas.	✓	✓	✓	✓	Undertaken with existing resources

No	Action	Responsibility	Success measures	2019 -20	2020 -21	2021 -22	2022 -23	Funding
Strategy – Foster positive perceptions about the City's heritage.								
S8	Develop resources that assist property owners with heritage conservation.	Planning Services	Resources are made available to the public.		✓	✓		Not funded
S9	Investigate the establishment of a Heritage Advisory Committee	Planning Services	Council receives a report on the establishment of a Heritage Advisory Committee		✓			Undertaken with existing resources
Strategy – Establish partnerships with state government agencies to support heritage and align expectations.								
S10	Ensure that the City is recognised as a key stakeholder in the development of State owned and/or managed heritage places.	All Business Units	The City is present and active in discussions with state government agencies.	✓	✓	✓	✓	Undertaken with existing resources
Strategy – Provide opportunities to increase knowledge of heritage among elected members and staff.								
S11	Provide internal training sessions for elected members and staff focusing on the different types of heritage listings and their implications.	Planning Services	Funding has been allocated for professional development and staff and elected members have undertaken an appropriate and diverse level of training in heritage.		✓		✓	Undertaken with existing resources
S12	Explore opportunities to work with the Department of Planning Lands and Heritage and other local governments to deliver regular training to planning staff in assessing heritage impacts.	Planning Services			✓	✓	✓	Undertaken with existing resources
S13	Create a training program that is implemented as part of induction to ensure that relevant new staff members are aware of the City's heritage management, obligations and resources.	Planning Services Museum Services People and Organisational Development			✓			Undertaken with existing resources
S14	Provide professional development opportunities to the City's heritage and museum staff.	Executive staff		✓	✓	✓	✓	Undertaken with existing resources



4.4 Theme: Promoting & Communicating

Measures to raise awareness and appreciation of our history and heritage

Promoting and celebrating our tangible and intangible heritage is essential to improving awareness, appreciation and understanding. Our heritage is unique and distinct, providing us with a point of difference which through effective promotion, has the potential to lead to a range of social and economic benefits for our community.

No	Action	Responsibility	Success measures	2019 -20	2020 -21	2021 -22	2022 -23	Funding
Strategy – Undertake initiatives to raise awareness of heritage								
PC1	Investigate the possibility of holding a 'local history week' comprising of events that celebrate and promote Subiaco's history and heritage.	Museum Services	Resources are allocated to enhance public programs offered by the museum.		✓	✓	✓	Not funded
PC2	Celebrate special heritage anniversaries for historical events or heritage places.	Museum Services		✓	✓	✓	✓	Not funded
PC3	Hold an annual 'kids' museum day' allowing children the possibility to interact with the museum collection.	Museum Services			✓	✓	✓	Not funded
PC4	Continue the 'See Subi on Sunday' walks program	Museum Services		✓	✓	✓	✓	Undertaken with existing resources
PC5	Create a Heritage Welcome Pack for new owners of heritage listed properties.	Planning Services Financial Services Communications	New heritage property owners receive a welcome pack.		✓			Not funded
PC6	Continue to regularly update the Heritage News page on the City of Subiaco website.	Planning Services	Heritage news, case studies and stories are shared with the community.	✓	✓	✓	✓	Undertaken with existing resources
PC7	Prepare regular news articles on heritage for the City's various communications channels.	Planning Services Communications Museum Services		✓	✓	✓	✓	Undertaken with existing resources
PC8	Prepare an annual summary of heritage achievements for distribution to the community through a range of media.	Planning Services Communications Museum Services		✓	✓	✓	✓	Undertaken with existing resources

No	Action	Responsibility	Success measures	2019 -20	2020 -21	2021 -22	2022 -23	Funding
Strategy – Undertake initiatives to raise awareness of heritage								
PC9	Review Heritage Awards and report to council with recommendations for improvement.	Planning Services Communications	The City showcases and recognises great heritage contributions by the community.	✓				Undertaken with existing resources
PC10	Actively promote and showcase good examples of heritage and infill developments.	Planning Services Communications		✓	✓	✓	✓	Undertaken with existing resources
PC11	Continue to actively promote funding opportunities for conservation, restoration and interpretation to property owners and managers of heritage places.	Planning Services Communications	Eligible owners are aware of the assistance measures available for heritage places.	✓	✓	✓	✓	Undertaken with existing resources
PC12	Investigate and explore possibilities for up lighting heritage buildings in the Town Centre.	Place Development	The City's heritage buildings are showcased.		✓			Not funded
PC13	Identify opportunities to incorporate heritage interpretation into public buildings, master plans, infrastructure projects and public art installations.	Planning Services Cultural Services Infrastructure Services	The City's heritage stories are communicated in the public realm.	✓	✓	✓	✓	Undertaken with existing resources
Strategy – Strengthen efforts to promote the City's heritage and share knowledge amongst stakeholders								
PC14	Redesign Museum galleries (Room 7) to visually describe the history of Subiaco through objects and stories for long-term display.	Museum Services	New museum displays have been introduced.			✓	✓	Not funded
PC15	Review and improve the museums education program.	Museum Services	Local schools receive a copy of the program.	✓	✓	✓	✓	Undertaken with existing resources
PC16	Develop resources and hold events that promote local Aboriginal history and heritage.	Museum Services	The City actively identifies and celebrates its Aboriginal history and heritage.		✓	✓	✓	Not funded
PC17	Continue to use social and digital media to promote the museum collection, exhibitions, news and events.	Museum Services Communications Library Services	Social and digital media is used to engage a wide and diverse audience.	✓	✓	✓	✓	Undertaken with existing resources
PC18	Investigate opportunities to jointly promote the history and heritage of the City with other organisations.	Museum Services		✓	✓	✓	✓	Undertaken with existing resources

Part four Strategy Action Plan

No	Action	Responsibility	Success measures	2019 -20	2020 -21	2021 -22	2022 -23	Funding
Strategy – Strengthen efforts to promote the City's heritage and share knowledge amongst stakeholders								
PC19	Collaborate with various stakeholders and staff to deliver talks and workshops to promote heritage and increase knowledge.	Planning Services Museum Services	Heritage information and knowledge is shared with the community.		✓	✓	✓	Undertaken with existing resources
PC20	Participate in and encourage community participation in the annual National Trust of WA Heritage Festival	Museum Services	The National Trust festival is used to promote the City's heritage.	✓	✓	✓	✓	Not funded
PC21	Investigate opportunities for mini 'pop up' exhibitions or art exhibitions in the Town Centre.	Museum Services Place Development	Heritage is actively promoted in the Town Centre.		✓	✓	✓	Not funded
PC22	Investigate and explore ways to incorporate heritage into tourism and visitor experiences.	Economic Development	The City supports initiatives that showcase the City's heritage to visitors.		✓	✓	✓	Not funded
PC23	Explore the opportunity to collaborate with other local governments to undertake local research into the effect of heritage listings on property values.	Planning Services	Accurate up-to-date information is available to all stakeholders and the public.			✓	✓	Not funded
PC24	Hire a professional photographer to photograph selected objects for online promotions and virtual exhibitions.	Museum Services	The museum collection is promoted in a professionally attractive format.		✓			Not funded



SUBIACO MUSEUM

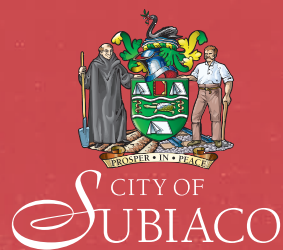


MUSEUM

**FREE
ENTRY**

**TUESDAY TO
FRIDAY –
1PM TO 4PM
SATURDAY –
10AM TO 2PM**





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