



# Conservation Management Plans: Managing Heritage Places

A Guide

*Cover images (left to right):*

St Jude's Anglican Church, Carlton

Conservation Volunteers carry out dry stone wall work at Stoneleigh

Woodbine, originally Lagoon Farm, near Port Fairy.

*Images: Heritage Victoria, DPCD*

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This guide has been prepared by Ms Chris Johnston, Director, Context Pty Ltd, with input from the Heritage Council of Victoria's Technical Advisory Committee and Heritage Victoria staff. The guide has been prepared on behalf of the Heritage Council of Victoria and Heritage Victoria.

References throughout to the heritage website or Heritage Victoria website refer to: [www.heritage.vic.gov.au](http://www.heritage.vic.gov.au) which includes the searchable Victorian Heritage Database.

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Heritage Victoria  
Level 4, 55 Collins Street, Melbourne 3000  
GPO Box 2392, Melbourne, Victoria 3001

Phone: (03) 8644 8800

Fax: (03) 8644 8811

Email: [heritage.victoria@dpcd.vic.gov.au](mailto:heritage.victoria@dpcd.vic.gov.au)

Web: [www.heritage.vic.gov.au](http://www.heritage.vic.gov.au)

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# 1 Introduction

## Who is this guide for?

This guide is designed to help owners and managers of heritage places create and use a Conservation Management Plan (CMP). It is applicable to owners and managers of both private and public places.

The guide explains the purpose, scope and content of a CMP, how to commission and use a CMP, and what makes a good CMP.

## What is a CMP?

A CMP is the principal guiding document for the conservation and management of a heritage place. It is a tool that allows owners, managers and approval authorities to make sound decisions about heritage places.

A CMP identifies the heritage values – or significance – of a place, the conservation policies to be applied to protect that significance in the face of change, and a strategy through which the policies will be put into action.

This guide focuses on historic places. Some places may also have natural and Indigenous heritage values. All values can be addressed within a single CMP.

## Are there other names for a CMP?

The most common and widely accepted term across Australia is Conservation Management Plan. The term Conservation Plan is also used.

Under Commonwealth legislation, the name for the same type of document is a Management Plan. These plans are required for places on the National Heritage List and the Commonwealth Heritage List, and the content is defined in the regulations to the Environment Protection and Biodiversity Conservation Act 1999.

In Victoria, the Aboriginal Heritage Act 2006 defines the purpose and scope of a Cultural Heritage Management Plan (CHMP). A CHMP is not the same as a CMP. A CHMP is a report that assesses the potential impacts of a proposed activity on Aboriginal cultural heritage. It outlines measures to be taken before, during and after an activity in order to manage and protect Aboriginal cultural heritage in the activity area.

## When do I need a CMP?

### To protect the significance of the heritage place

A CMP will articulate the significance of a heritage place. In Australia it is widely accepted that best practice in cultural heritage conservation is guided by the Burra Charter<sup>1</sup>. The Burra Charter defines cultural significance as the aesthetic, historic, scientific, social or spiritual value a place has for past, present and future generations. Cultural significance is embodied in the

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<sup>1</sup> Australia ICOMOS, *The Burra Charter: the Australia ICOMOS Charter for Places of Cultural Significance 1999*.

place itself, its fabric, setting, use, associations, meanings, records, related places and related objects. Places may have a range of values for different individuals and groups.

Through understanding the significance of a heritage place, a CMP defines the actions needed to protect that significance.

### **To make changes to the place**

Changes to a heritage place are almost always needed if the place is to be retained and used into the future, but these changes can have unintended impacts. A CMP will define the kinds of changes that can be made without compromising the heritage significance of the place. The policies in a CMP will guide the best way to make needed changes.

### **To achieve approvals**

Heritage places protected on a statutory heritage register or a planning scheme Heritage Overlay require a permit before certain changes can be made. A well-prepared CMP can give the approval authority the information they need to inform their decision on a permit application.

Certain actions defined in a CMP may be approved through a single approval or permit. This reduces the need for an owner to seek repeated approvals. A CMP may also be endorsed by the approval body, meaning that all actions in accordance with the CMP are automatically approved or are permit exempt.

Under the Victorian Planning Provisions, planning permit exemptions can be included within an Incorporated Plan, a document incorporated into the planning scheme. A CMP can provide the rationale for seeking permit exemptions through an Incorporated Plan<sup>2</sup>.

### **To assist grant applications**

Some grants programs require that funded works to a heritage place are based on a CMP.

## **What makes a good CMP?**

A good CMP will:

- be concise
- be thorough enough to understand the place
- be written in plain English
- be well structured and easy to use
- contain clear policies that provide useful guidance
- be prepared with the specific place and users in mind.

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<sup>2</sup> The inclusion of a CMP as an Incorporated Plan requires an amendment to the Planning Scheme – it cannot automatically be added to the Planning Scheme. Support from your local Council will be required.

## 2 Managing Heritage Places

### What is a heritage place?

Heritage place means a place with recognised heritage values.

'Place' is defined in the Burra Charter as 'site, area, land, landscape, building or other work, groups of buildings or other works'. A place may include components, contents (fixtures, fittings and objects), spaces and views.

Places can be small – a single tree or structure – or large such as a town precinct, a cultural landscape or a complex of buildings.

Heritage places can have both natural and cultural features of value. Natural features can include remnant bushland, native animal species, geological formations, or bodies of water.

Some places will also have 'intangible' aspects that are integral to their heritage significance. 'Intangible' aspects can include traditions, events, rituals and practices that are associated with the place.

Aboriginal cultural heritage should be addressed in a CMP where appropriate. Aboriginal cultural heritage is protected under the Aboriginal Heritage Act 2006. It can include many types of places – land, water, natural features, buildings and structures - associated with Aboriginal history, culture and peoples.

Heritage values are the reasons why a place is important. Significance is the sum of these values.

A set of criteria endorsed by the Heritage Chairs and Officials of Australia and New Zealand are used to assess significance. These are listed in Appendix 1.

Assessing heritage values is a key part of preparing a CMP (see Chapter 3).

### How is managing a heritage place different?

Heritage significance needs to be considered in all aspects of managing a heritage place – from routine maintenance through to proposing changes. A CMP is the best and simplest way for an owner to manage their heritage place.

#### Managing Heritage Places: in summary

##### PLAN

- |                            |                 |
|----------------------------|-----------------|
| 1. Understand significance | This is the CMP |
| 2. Develop policies        |                 |
| 3. Develop an action plan  |                 |

##### DO

Manage the place in accordance with policies

##### REVIEW

Monitor and review

## Where does a CMP fit into property management?

Good planning is a wise investment in any type of property management – heritage or not. A CMP is the planning tool that supports effective and timely property management decisions for heritage places.

All properties require regular maintenance and regular inspections to identify problems. A CMP complements and enhances these routine activities by giving clear guidance on maintenance and conservation priorities for the place.

A CMP will help guide planning and expenditure when change is proposed to a heritage place. A CMP can reduce delays when undertaking changes by ensuring that all heritage considerations and statutory obligations are addressed up front.

# 3

## Preparing a CMP

Preparing a CMP involves:

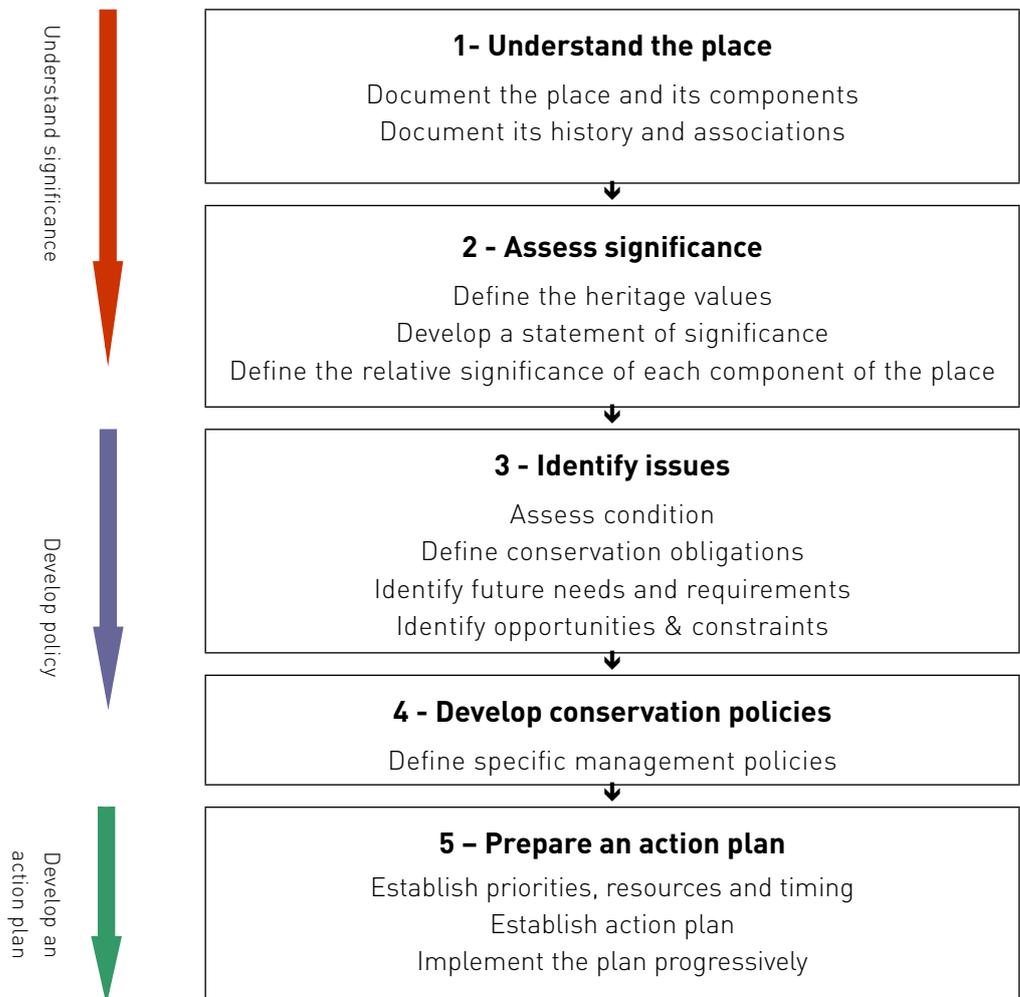
- understanding significance
- developing policies
- developing an action plan.

This chapter describes the 5 steps in preparing a CMP.

A CMP can be developed in stages, with each step prepared in sequence. Even completing the first step will help owners to make better management decisions about their heritage place.

A CMP may be long or short, depending on the complexity, rarity and significance of the place. It should be comprehensive but should not include unnecessary detail.

A typical contents list for a CMP is provided in Appendix 3 and an illustrated example using the Warburton Mechanics' Institute is provided at Appendix 4.



Following completion, monitoring of the CMP – its effectiveness and its achievements – should commence. This is described in Chapter 5.

## Step 1 – Understand the place

A full understanding of the place is necessary for a CMP to be successful. This section of the CMP will address:

- the location of the place
- ownership and management responsibilities
- statutory listings and relevant legislation
- the place's history and development over time
- the physical nature of the place and its components.

This section should only be as detailed as is needed to understand the place, its development and its present form. The history should be concise. It should answer key questions about the development of the place and succinctly address important associations the place has with people or other places. Use of images, plans and diagrams may assist.

For more complex sites, data sheets for individual buildings or components, or room by room documentation may be needed. Including this type of detailed information in an appendix will enhance the overall readability of the CMP.

## Step 2 - Assess significance

Establishing the significance of a place before making management decisions is fundamental.

The significance of the place may have already been assessed – for example, in a local heritage study or by Heritage Victoria as part of their registration process. A more detailed assessment, including an analysis of how the place compares with other similar types of places, is often required for the CMP so that the significance of all components of the place is understood.

Heritage criteria<sup>3</sup> will be used to establish significance and a Statement of Significance – a succinct explanation of why a place is of heritage significance – will be prepared.

The following are useful guides when assessing significance:

*The Burra Charter, 1999*

*Guidelines to the Burra Charter: Cultural Significance, 1988.*<sup>4</sup>

For some places it will be useful to identify the relative significance of the different components of the place. This information can be presented graphically or in written form.

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<sup>3</sup> See Appendix 1

<sup>4</sup> Contained within: *Australia ICOMOS, The Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance 1999*

## Step 3 - Identify issues

An effective and useful CMP will identify known issues, threats, operational and legal requirements and will anticipate future circumstances.

A condition survey will be important to establish the physical conservation needs for the place.

This section of the CMP will consider if the heritage place is or will be affected by all or any of the following:

- conservation requirements - including maintenance, repair, restoration or reconstruction
- new development - including additions, alterations and refurbishment of the heritage place or new buildings/structures around the place
- proposed demolition or removal of part of the place
- proposed subdivision or consolidation
- changes to the use of the place, including the introduction of new uses or activities
- excavation in an area where archaeological material may be located
- access requirements - including disabled access and emergency egress
- fire safety
- occupational health and safety requirements
- hazardous material management
- introduction of new water or energy efficient systems and materials
- transfer of property from public to private ownership or use (or vice versa)
- risks from natural events – fire, flooding, storms, drought
- site security - theft, arson or vandalism
- multiple ownership or management arrangements
- resource availability
- public use or tourism
- potential for interpretation – to support or make more explicit the significance of the place.

## Step 4 - Develop Conservation Policies

Conservation policies identify what needs to be done to retain the significance of the place into the future.

Policies in a CMP should respond to the significance of the place and the specific issues identified in Step 3 above. Policies must be clear, reasonable and justifiable and must address the wider legislative and planning framework

that applies to the heritage place.

It is desirable to set out the policies as a series of aims or objectives followed by guidelines for their achievement. These can be cross-referenced to relevant photographs and drawings as a way of illustrating the objective. It may be necessary to also provide a short statement which links the policies to the relevant parts of the Statement of Significance to demonstrate clearly the rationale for the policies.

Policies are normally required for:

- routine maintenance – including how and when this will be done
- repairs, restoration and reconstruction – works that address problems revealed in the condition survey and works that return a place to a known earlier state
- uses – including how the use of the place will be managed and how any proposed new uses will be accommodated
- managing change – including how new uses, changes to existing buildings or features and development of new buildings will be managed
- interpretation – how the significance of the place will be communicated, potentially on-site
- involving stakeholders – how stakeholders (including government agencies, neighbours and people with significant associations with the place) will be involved
- monitoring – how actions taken under the CMP will be documented and how outcomes will be monitored
- management and decision making – how management structures, resources and decision-making processes will be established or varied to ensure the CMP is effectively implemented.

Where major change is likely - development, reuse or major repairs – policies will be needed. Such policies should look at how and where future change can occur but they should not be overly prescriptive or seek to stifle imaginative proposals and solutions. It is important to remember that the CMP sets out policies for managing change in a broad sense rather than addressing one single proposal for change.

Where there is a specific proposal for change, a Heritage Impact Statement (HIS) should be prepared. A HIS will assess a single proposal against the policies set out in a CMP (as shown in Chapter 5).

The following are useful guides when developing conservation policies:

*The Burra Charter, 1999*

*Guidelines to the Burra Charter: Conservation Policy, 1988<sup>5</sup>*

*The Conservation Plan, 2004<sup>6</sup>*

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<sup>5</sup> Contained within: *Australia ICOMOS, The Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance 1999*

<sup>6</sup> James Semple Kerr, *Conservation Plan* (6th edition) 2004, National Trust of Australia (NSW)

## Step 5 - Prepare an Action Plan

An action plan identifies how and when actions will be taken to implement the conservation policies.

The action plan will consider the resources available (such as funds, technical skills, or human resources), set priorities and establish the sequence of activities to be undertaken.

An action plan should contain:

- **A maintenance plan or schedule** that clearly sets out when routine maintenance works such as gutter clearance or painting of external joinery should take place. For example, a garden or landscape will need a maintenance schedule aligned with the seasons, the growth patterns of plants, and the need to manage threats such as weeds.
- **A conservation works plan or schedule** that identifies the works required to remedy issues identified in the condition survey and any other recommended repairs, restoration or reconstruction. A works schedule may form the basis for commissioning a contractor to undertake those works, although detailed specifications and working drawings may need to be prepared as a separate project after the CMP is completed.
- **Management protocols** to address specific management issues. For example, if a place contains very fragile and unstable fabric, a protocol may be developed that limits the number of people who can access the place over a period of time.

## 4 Commissioning heritage specialists

### Who should prepare a CMP?

Choose a heritage professional with experience in preparing CMPs. They will bring technical skills, access to other specialists, and experience with similar projects. They should also understand relevant legislation and be able to discuss the project with government authorities and other stakeholders on your behalf if necessary.

As the owner or manager you can help by gathering and assembling information from your own records, clarifying your needs and aspirations, and considering who else may have an interest.

### What skills are needed?

The specialist skills required will depend on the nature of the place. For some simple CMPs a single consultant may have the requisite skills to prepare the document, while for more complex places a multi-disciplinary team may be necessary. Skills in the areas of archaeology, architecture, community engagement, engineering, history, horticulture, interpretation, materials conservation, planning, research and surveying may be required.

### How do I find a consultant?

Through Heritage Victoria's Consultant and Contractors Directory – a searchable database that includes a wide range of heritage specialists. Alternatively, ask the Heritage Advisor at your local Council.

### How do I get a fee proposal for my project?

It is often best to research potential consultants and seek fee proposals from a selective list. Appendix 2 offers a model brief for commissioning a CMP. It should be adapted to suit your needs.

### What is the likely cost?

The cost of a CMP can vary from a few thousand dollars to well in excess of \$100,000 for large, complex sites. Set a budget beforehand and seek fee proposals that fit your brief and budget.

### How do I select the best consultant for the job?

Fee proposals should be assessed on quality as well as price.

Look for a person or team that:

- **Has addressed the brief** – are there any exclusions which require further negotiation?
- **Demonstrates the right skills and experience** - look at examples of other CMPs they have done, ask for references and talk to past clients
- **Offers value for money** – this does not necessarily mean the cheapest quote
- **You can work with** – the right combination of professionalism, responsiveness to your needs and independence of outlook.

Interviewing consultants is a good way to ask questions about their fee proposal, tease out issues and see how interested they are in your project.

## 5

### Now I have a CMP, what next?

#### Use it!

The CMP is a key tool in caring for heritage places. Use it!

The CMP will make management decisions easier: it provides a guide to action - from routine maintenance through to large-scale changes.

#### Take action

The CMP will have recommended a number of actions in priority order. These actions should now be undertaken.

Some actions identified in the CMP may be integrated into existing management practices, for example, in regular monitoring of the condition of the place and in regular maintenance regimes.

Other actions may require additional preparatory work, for example:

- developing specifications for contractors to undertake conservation works defined in the CMP
- preparing and lodging permit applications for any specific actions that require heritage or planning approval.

#### Keep records

Keeping records is a vital part of caring for a heritage place. You should record all actions taken to implement the CMP. You should also:

- Keep a logbook of maintenance works – record the date, actions taken, contractor used, estimated and actual costs and results achieved. This will be a valuable resource for planning and carrying out future maintenance. Further details on maintenance plans can be accessed on Heritage Victoria's website<sup>7</sup>.
- Record regular inspections and condition monitoring – identify what was inspected, when the inspection took place, what was found and any actions required. An Inspection Schedule is available on Heritage Victoria's website.
- Log issues – record when new issues arise, what decisions were made and what action was taken.

#### Testing proposals for change

Managing change to a heritage place can be challenging. Proposals for change must be tested against the CMP to assess both positive and negative 'heritage impacts'.

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<sup>7</sup> See technical information under Publications through Heritage Victoria's web site - [www.heritage.vic.gov.au](http://www.heritage.vic.gov.au)

A step-by-step approach to considering heritage impacts is outlined below:

**PROPOSAL**  
 What is proposed?

- Where within the place?
- Which components?
- What is the nature of the change?
- What are the alternatives to be considered?
- What are the impacts – positive or negative?



**SIGNIFICANCE**  
 What heritage values might be impacted adversely?  
 What heritage values might be recovered or revealed?  
 Consider:

- statement of significance
- detailed analysis of values



**STATUTORY REQUIREMENTS AND CONSERVATION OBLIGATIONS**  
 Does the proposal accord with the statutory requirements and other conservation obligations defined in the CMP?



**CONSERVATION POLICY**  
 What specific requirements are defined in the policies, and what guidance is offered? Review the proposed change against the policies.  
 If the policies don't address the type of change proposed, it may be necessary to assess the proposed change against the significance of the place and to prepare new policy and guidance.



**CONSULTATION**  
 Determine what consultation is needed, when and with whom.

From a heritage perspective, the best option will be the one that minimises adverse impacts on the heritage significance of the place. It is wise to test several options.

For more information: Heritage Victoria, Heritage Impact Statements – Guidelines (2004).<sup>8</sup>

Keep it fresh!

A CMP needs to be current. Usually a CMP has a life of 5-10 years before needing review. If circumstances change, a CMP may need earlier review and revision, for example if there is:

- new research or information about the significance of the place
- deterioration in the condition of the place
- impacts from a catastrophic event – for example, fire or flood.

The understanding of history and heritage values can change over time; CMPs therefore need to be revisited periodically.

Plan for review and revision of the CMP as part of its implementation. When a review is needed, it should build on the existing CMP and the records kept. It is rarely necessary to start from scratch.

8 [www.heritage.vic.gov.au](http://www.heritage.vic.gov.au)

## 6

## More information

This section lists useful resources, publications and web links. For a more comprehensive list see <http://www.heritage.vic.gov.au/Heritage-places-objects/Conservation-management-plans.aspx>

### Cultural heritage legislation

#### **Commonwealth:**

Environment Protection and Biodiversity Conservation Act 1999

Available from the Department of the Environment, Water, Heritage and the Arts  
[www.environment.gov.au](http://www.environment.gov.au)

#### **Victorian:**

*Aboriginal Heritage Act 2006*

Available from Aboriginal Affairs Victoria  
[www.aboriginalaffairs.vic.gov.au](http://www.aboriginalaffairs.vic.gov.au)

*Heritage Act 1995*

Available from Heritage Victoria  
[www.heritage.vic.gov.au](http://www.heritage.vic.gov.au)

*Planning & Environment Act 1987*

Available from the Department of Planning and Community Development  
[www.dpcd.vic.gov.au](http://www.dpcd.vic.gov.au)

### General References

Australia ICOMOS, *The Burra Charter: the Australia ICOMOS Charter for Places of Cultural Significance*, 1999

*Guidelines to the Burra Charter: Cultural significance* (1988), *Conservation Policy* (1988), *Procedures for undertaking studies and reports* (1988)

The Burra Charter and Guidelines are available from Australia ICOMOS  
[www.icomos.org/australia/burra.html](http://www.icomos.org/australia/burra.html)

Australia ICOMOS, *The Illustrated Burra Charter: Good Practice for Heritage Places*, 2004.

A casebook of examples that illustrate how the principles and processes in the Burra Charter can be applied to real places.

Available from Australia ICOMOS  
[www.icomos.org/australia](http://www.icomos.org/australia)

James Semple Kerr, *The Conservation Plan: a guide to the preparation of conservation plans for places of European cultural significance*, 6<sup>th</sup> edition, 2004, National Trust (NSW).

Available from the National Trust NSW  
[www.nsw.nationaltrust.org.au/shop/index.htm#books](http://www.nsw.nationaltrust.org.au/shop/index.htm#books)

### Technical Guides, Notes and Leaflets

Heritage Victoria's website has a wealth of technical guides, notes and leaflets on specific conservation issues. All information can be accessed at:

[www.heritage.vic.gov.au/Publications/Technical-information.aspx](http://www.heritage.vic.gov.au/Publications/Technical-information.aspx)

*Framework of Historical Themes*, Heritage Council of Victoria (February 2010)

<http://heritage.vic.gov.au/Publications/Framework-historical-themes.aspx>

Specific to CMPs are the following:

*Preparing a maintenance plan*, Heritage Council of Victoria (October 2001)

Available from Heritage Victoria

[www.heritage.vic.gov.au/admin/file/content2/c7/prepmaintplan.pdf](http://www.heritage.vic.gov.au/admin/file/content2/c7/prepmaintplan.pdf)

*Inspection Schedule*, Heritage Council of Victoria (December 2001)

Available from Heritage Victoria

[www.heritage.vic.gov.au/admin/file/content2/c7/InspectionSchedule.pdf](http://www.heritage.vic.gov.au/admin/file/content2/c7/InspectionSchedule.pdf)

### Guidelines

*Heritage Impact Statements – Guidelines*, Heritage Council of Victoria (2004).

Available from Heritage Victoria

[www.heritage.vic.gov.au/Forms-Guidelines/Heritage-Impact-Statements-guidelines.aspx](http://www.heritage.vic.gov.au/Forms-Guidelines/Heritage-Impact-Statements-guidelines.aspx)

*Victorian Government Cultural Heritage Asset Management Principles*, Heritage Council of Victoria (2007).

Available from Heritage Victoria

[www.heritage.vic.gov.au/admin/file/content2/c7/Govt\\_Cult\\_Her\\_Asset\\_Mmnt\\_Principles.pdf](http://www.heritage.vic.gov.au/admin/file/content2/c7/Govt_Cult_Her_Asset_Mmnt_Principles.pdf)

*Criteria for assessing cultural heritage significance*, Heritage Council of Victoria, (7 August 2008).

Available from Heritage Victoria

[www.heritage.vic.gov.au/Registration/Criteria-for-assessment.aspx](http://www.heritage.vic.gov.au/Registration/Criteria-for-assessment.aspx)

Department of the Environment, Water, Heritage and the Arts, *Working together: Managing national heritage places*, 2008

Available from the Department of the Environment, Water, Heritage and the Arts

[www.environment.gov.au/heritage/publications/protecting/working-together-national.html](http://www.environment.gov.au/heritage/publications/protecting/working-together-national.html)

### Heritage grants

Guide to grants and assistance for heritage conservation in Victoria, Department of Sustainability and Environment, Victoria.

Available from Heritage Victoria: [www.heritage.vic.gov.au/funding/Guide-to-Grants-and-Assistance.aspx](http://www.heritage.vic.gov.au/funding/Guide-to-Grants-and-Assistance.aspx)

## Places with natural and Indigenous heritage values

Australian Heritage Commission, in association with ACIUCN, *Australian Natural Heritage Charter*, 2002

Australian Heritage Commission, *Protecting Natural Heritage: using the Australian Natural Heritage Charter*, 2003

The charter and guide are sister documents to the Burra Charter, offering principles, guidelines and steps to take in assessing and protecting natural heritage values.

Available from the Department of the Environment, Water, Heritage and the Arts  
[www.environment.gov.au/heritage/ahc/publications](http://www.environment.gov.au/heritage/ahc/publications)

Australian Heritage Commission, *Ask First: A guide to respecting Indigenous heritage places and values*, 2002

A step by step guide for identifying and managing Indigenous heritage places. It includes specific principles and strongly recognises the rights and interests of Indigenous peoples in relation to their heritage.

Available from [www.environment.gov.au/heritage/ahc/publications/commission/books/ask-first.html](http://www.environment.gov.au/heritage/ahc/publications/commission/books/ask-first.html)

Cultural Heritage Management Plans and Planning: Information Sheet, Aboriginal Affairs Victoria.

Available from Aboriginal Affairs  
[www.aboriginalaffairs.vic.gov.au/web7/rwpgslib.nsf/GraphicFiles/CHMPandPlanningInfoSheet/\\$file/CHMPandPlanningInfoSheet.pdf](http://www.aboriginalaffairs.vic.gov.au/web7/rwpgslib.nsf/GraphicFiles/CHMPandPlanningInfoSheet/$file/CHMPandPlanningInfoSheet.pdf)

## Finding heritage consultants

Consultants and Contractors Directory, Heritage Victoria.

This searchable database is available at  
[www.heritage.vic.gov.au/Heritage-places-objects/Consultants-and-contractors.aspx](http://www.heritage.vic.gov.au/Heritage-places-objects/Consultants-and-contractors.aspx)

## Managing contracts

General conditions of contract for engagement of consultants, Australian Standard AS4122-2000.

This standard offers general conditions for the engagement of engineers, architects and similar consultants. The Standard sets out the general obligations governing the relationship between these consultants and their clients.

Available from  
[//infostore.saiglobal.com/store/Details.aspx?productID=310776](http://infostore.saiglobal.com/store/Details.aspx?productID=310776)

## Appendix 1: Heritage criteria

Standard criteria for assessing cultural heritage significance have been agreed by the Heritage Chairs and Officials of Australia and New Zealand. These criteria (below) were adopted by the Heritage Council of Victoria on 7 August 2008 pursuant to Sections 8(1)(c) and 8(2) of the Heritage Act 1995.

Criterion A: Importance to the course, or pattern, of Victoria's cultural history.

Criterion B: Possession of uncommon, rare or endangered aspects of Victoria's cultural history.

Criterion C: Potential to yield information that will contribute to an understanding of Victoria's cultural history.

Criterion D: Importance in demonstrating the principal characteristics of a class of cultural places and objects.

Criterion E: Importance in exhibiting particular aesthetic characteristics.

Criterion F: Importance in demonstrating a high degree of creative or technical achievement at a particular period.

Criterion G: Strong or special association with a particular community or cultural group for social, cultural or spiritual reasons. This includes the significance of a place to Indigenous peoples as part of their continuing and developing cultural traditions.

Criterion H: Special association with the life or works of a person, or group of persons, of importance in Victoria's history.

## Appendix 2: A model brief

A short brief designed to enable a property owner or manager to commission a CMP is provided below.

COMMENT

### Introduction

(Client name) wishes to commission a consultant or consultant team to prepare a Conservation Management Plan for (place name).

*This brief could be adapted to cover just a heritage assessment, conservation policy or implementation strategy.*

The heritage significance of (place name) has/has not been assessed.

*Explain what you know about the significance of the place.*

(Place name) is currently listed on (name of Register or Planning Scheme). The key reports relevant to this brief are listed below.

### Study area

The study area for the CMP is (describe the extent of place and boundaries). The study area is shown on the attached (plan or map).

*Include helpful details about location. Attach maps or plans.*

### Objectives

From the perspective of (client name) the objectives are:

*Explain your objectives.*

to enable (client name) to gain a better understanding of the significance of (place name) so that its heritage values can be managed

*These are examples.*

to provide specific advice on potential future use

*Tell the consultants about the specific issues you are concerned about; then they can consider these issues in shaping their approach and in selecting the skills needed on the team.*

to involve the local community and other stakeholders etc

### Requirements

The CMP is to be prepared in accordance with the principles and processes defined in The Burra Charter (1999) and associated guidelines, including procedures for undertaking studies and reports (1988).

The CMP will be prepared in five stages:

1. Understand the place
2. Assess significance
3. Identify issues
4. Develop conservation policies
5. Develop an action plan.

The consultant is required to provide a draft report documenting each stage for review by (client name) before proceeding to the next stage.

The final CMP will be a fully integrated compilation of these stage reports.

It is expected that the CMP will also include:

### Existing information

Smith & Associates, 2003. Heritage assessment of the former bluestone church, Smithville (report prepared for the Shire of Smithfield).

### Budget and Timing

The budget available for the preparation of the CMP is (\$\_\_\_\_\_ or in the range \$\_\_\_\_\_ - \$\_\_\_\_\_) (ex GST). The available budget is to cover all fees and expenses, including specialist sub-consultants, overheads, insurances and disbursements including (travel, accommodation etc).

(Client name) can provide assistance with (list any resources or support you will provide).

The timing for the project is as follows:

- (date) consultants commissioned
- (date) project plan (or work plan) submitted
- (date) draft Heritage Assessment submitted for review
- (date) draft Policy submitted for review
- (date) draft Action Plan submitted for review
- (date) final CMP submitted.

Payments will be based on completion of each milestone. The following schedule of payments is proposed:

10% commencement of project (or submission of a work plan)

25% completion of the draft Heritage Assessment

25% completion of the draft Policy

15% completion of draft Action Plan

15% draft CMP submitted

10% submission of final CMP

### Progress and final reports

The consultant shall provide (number) of copies of each of the draft and final reports, including all component or progress reports.

In addition, the final report will be supplied in PDF format on CD.

### COMMENT

*List any other specific components needed for this particular project.*

*List any reports or documents available that are relevant to the task of the consultant.*

*List the base plans or plans of the site, area, buildings etc available to the consultant*

*You can detail the milestones to be achieved or just set the final date and let the consultants propose the milestone dates.*

*A payment schedule should reflect the work completed at each stage.*

*These %s are indicative only and align with the milestones above for illustrative purposes.*

*A specific number of copies should be defined. Specifying an electronic copy will reduce costs.*

## COMMENT

### **Client liaison**

The consultant shall meet with (client or steering committee) at least (number) times during the course of the project.

*A specific number of meetings at key review points in the project should be defined.*

### **Contract**

The contract between (client name) and the appointed consultants will be based on (name of standard contract). This brief and the proposal submitted by the appointed consultant will form part of the contract documentation.

*Some clients will have their own standard contract.*

*Alternatively the Australian Standard AS4122-2000 General conditions of contract for engagement of consultants.*

### **Confidentiality**

The consultant agrees to keep confidential all materials supplied by the client that are designated 'Commercial in Confidence' or have any other confidential status. This applies to the consultant's key personnel and all sub-consultants.

*These clauses are designed to protect the client and consultant and should be varied to suit the circumstances.*

The consultant warrants that all material used in the CMP from sources other than the client will not be in breach of any confidentiality requirements.

### **Copyright**

The content of the report is the responsibility of the consultant. The content may not be amended without the agreement of the consultant, except for editing, format and design changes which do not alter the meaning.

*Copyright provisions may also be defined in a standard contract.*

*Burra Charter Guidelines: Procedures for Undertaking Studies and Reports applies.*

Copyright and ownership of the report will be vested jointly with the client and consultant (include where applicable "and any Indigenous organisation that represents their community"). The consultant will have a free, perpetual licence to use the report and the material contained within it, with due acknowledgement.

### **Intellectual Property**

Ownership of the primary materials created in the course of the research remains the property of the consulting firm and/or the named researchers.

*Intellectual property provisions may also be defined in a standard contract.*

*Burra Charter Guidelines: Procedures for Undertaking Studies and Reports applies.*

Ownership of the intellectual property rights of ethnographic information provided by Aboriginal people remains the property of the named persons.

## COMMENT

**Responding to this brief**

To respond to this brief, the consultant should prepare a short fee proposal containing at least the following information:

- approach and methodology
- team, including skills, experience and proposed project role
- a CV for each team member
- examples of similar projects undertaken by the team or team members
- proposed budget and timing
- a breakdown of the total fee into professional fees and expenses, and a breakdown of fees, expenses and total time by project stage or component
- any variations to the terms and conditions contained in this brief and the proposed contract.

**(Number) copy/ies of the proposal are required.**

Proposals must be submitted by (date and time) to (person and address)

**For more information**

For more information about this project please contact (person, title) on (phone) or (email).

*You may wish to highlight specific skills that must be included on the consultant team.*

*Use postal, street or email address.*

*Ensure the person listed is available during the proposal period.*

## Appendix 3: Typical CMP contents checklist

Adapt this contents list to suit the place and circumstances.

KEY COMPONENTS	POSSIBLE TOPICS	WHY IS THIS NEEDED?
<b>Introduction</b>	Background Purpose, objectives Study area Scope Method Limitations Acknowledgements	<i>Sets the scene for the project, explains the scope and study area.</i>
<b>History</b>	History relevant to the place Chronology Development sequence Ownership and use Significant people and groups associated with place	<i>Assists in understanding the place as a whole; how it has changed over time and what factors have contributed to change.</i>
<b>Description</b>	Landscape, setting, views, creation stories Natural environment: landform, geology, vegetation, fauna Buildings and structures Cultural landscape, plantings, patterns	<i>Assists in understanding the elements that contribute to the place and the condition of these elements, and the people who have an interest in the place.</i>
<b>Significance</b>	Previous assessments Criteria Analysis Assessment by criterion Statement of significance Significance of components	<i>Identifies the importance of the place and its individual elements at the National, State or Local level.  Significance expresses the values of the place and assesses these against defined criteria.</i>
<b>Key issues</b>	Obligations and constraints arising from significance Opportunities and aspirations Legislation and associated policies Principles and guidelines Use Visitor and public access Views of external stakeholders Condition and threats	<i>Identifies current management principles, guidelines and legislation and defines all of the factors that are likely to opportunities or constraints.</i>

<b>Policy</b>	<p>Policy structure</p> <p>Place as a whole</p> <p>Individual components</p> <p>building and structures</p> <p>Uses and activities</p> <p>Visitors</p> <p>Interpretation</p> <p>Records, artefacts and collections</p> <p>Monitoring and information systems</p> <p>Management and decision-making</p> <p>Adoption, implementation and review</p>	<p><i>Sets individual or collective policies for all of the elements identified in the statement of significance. Provides clear guidelines on management and assists decision making.</i></p>
<b>Implementation</b>	<p>Priorities</p> <p>Strategies</p> <p>Action plan</p> <p>Works schedule</p>	<p><i>Prioritises works or activities to be carried out and provides guidance as to how and when these works should be undertaken.</i></p>
<b>References</b>	<p>List of all source material that has been referred to in the text</p>	
<b>Appendices</b>	<p>Any additional information</p>	

## Appendix 4: Illustrated example

### Background

Warburton Mechanics' Institute is located in the upper Yarra Valley in the township of Warburton. The building had been unoccupied for ten years and was considered to be in poor condition. Repair and reuse was one option; the alternative was demolition.

The first question to be answered was whether or not the building was significant. Historical research and a detailed inspection were undertaken and revealed that the place had historical and architectural significance at the local level:

*Warburton Mechanics' Institute is historically significant as an important public building, which has played a major role in the social and cultural life of the town for over a century ... (it) demonstrates an early phase in the growth of the Warburton community from the 1880s. (It) has architectural significance as a good example of a relatively intact Edwardian timber mechanics' institute... (It) is an important element of the Warburton township streetscape, and is one of the oldest surviving buildings ... its rear two-storey section incorporates the earlier 1897 mechanics' institute and makes the building one of only a very small number of two-storey mechanics' institutes in the State.*

(Abridged Statement of Significance from Warburton Mechanics Institute: Conservation Management Plan. Report prepared for the Department of Treasury & Finance by Context Pty Ltd, 2003)

Some parts of the building were defined as having high or moderate significance (for example, the original entry porch and the remnant of the 'Save Our Hall' sign on the side of the building), and some was of little or no significance (like the fluorescent light fittings in the main hall and the interior of the c.1945 kitchen addition).

The known issues identified for the place included extensive termite damage to the front façade and that the building was under-used and in need of investment for essential renovation works.

Now that the place was understood, its significance determined, and issues identified, conservation policies could be developed.

Some examples of the conservation policies developed and how they have been applied in practice are outlined below using the 5 step approach described in Chapter 3 'Preparing a CMP'.

## Step by step examples

<b>What should the future use of the building be?</b>	
Step 1 - Understand the place	Each of the three mechanics' institute buildings built on the site since 1886 played an important role in the social and community life of Warburton.
Step 2 - Assess significance	<p>HISTORICALLY significant as an important public building - historically the significance rests in its purpose and the form taken to achieve it.</p> <p>SOCIALLY significant as an important community meeting place - socially the significance rests in the associations and meanings of the place for the local community today.</p>
Step 3 - Identify issues	The building is unused and poorly maintained.
Step 4 - Develop conservation policies	<p>All future uses should be compatible uses, which respect the cultural significance of the place.</p> <p>Uses which facilitate continued public access are preferred.</p>
Step 5 - Prepare an action plan	Implementation of conservation works involved integrating the Mechanics' Institute into the Upper Yarra Arts Centre, a community venue offering a range of social, entertaining and learning opportunities.

<b>Should the 1950s library front window be replaced?</b>	
Step 1 - Understand the place	A pair of windows dating from 1913 on the main façade of the building were replaced by a single large shopfront style window in the 1950s although the moulded architrave of the original windows was retained.
Step 2 - Assess significance	<p>ARCHITECTURALLY significant as a good example of a relatively intact Edwardian timber mechanics' institute.</p> <p>All architectural components dating from 1897 up to 1950 are of high significance. The later 1950s library window is identified as 'not significant'.</p>
Step 3 - Identify issues	The existing window is inappropriate and in poor condition.
Step 4 - Develop conservation policies	<p>Retain and conserve all fabric dating from 1897 up to 1950 in parts of the building graded as being of high significance in the CMP.</p> <p>Windows should be reconstructed to match the originals, recognising their architectural significance and streetscape contribution compared to the minor historical interest inherent in the later 1950s replacement window.</p>
Step 5 - Prepare an action plan	Restoration of the external appearance of the main street façade of the building by reconstructing a pair of windows to the original detailing, using the surviving pair of windows as the template.

## How to improve access to and facilities in the building to enable public use?

Step 1 - Understand the place	<p>Following concerns about the condition of the original 1897 hall and the realignment of the road, a new building was constructed in 1913. This required the old hall to be raised and moved, creating a two-storey section at the rear. Access was through the new front entry. Separate toilets were built at the back of the building; they have since been demolished,</p>
Step 2 - Assess significance	<p>The Warburton Mechanics' Institute is ARCHITECTURALLY significant as a good example of a relatively intact Edwardian timber mechanics' institute. It is RARE as one of only two two-storey mechanics' institutes in Victoria.</p> <p>The two-storey building has a strong presence within the town.</p>
Step 3 - Identify issues	<p>Public use of the mechanics' institute requires provision of improved access and toilet facilities.</p> <p>Integration with the adjacent building (Upper Yarra Arts Centre) would enhance opportunities for a range of community uses, enable sharing of facilities such as toilets and allow for integrated management of both buildings.</p>
Step 4 - Develop conservation policies	<p>Alterations should seek to retain the Warburton Mechanics' Institute as a distinct and separate building maintaining its presence within the town.</p> <p>No new openings should be considered on the prominent southern and eastern elevations of the building,</p> <p>Existing openings, or blocked former openings, should be used where possible. However, where this is not possible, a well-designed contemporary solution is acceptable in line with the policies of the CMP.</p>
Step 5 - Prepare an action plan	<p>A number of options were considered.</p> <p>The preferred solution was to link the two buildings internally. A ramped walkway was built linking the Arts Centre foyer to the main hall in the mechanics' institute, making ticketing and toilet facilities in the Arts Centre available to both buildings. A disabled toilet was added inside the mechanics' institute, providing a shared facility for both buildings.</p> <p>On balance, the adopted solution achieved an effective response to conservation requirements and practical requirements. It secured the future of the building by enabling public use, and required the reconstruction of the façade to its 1913 form. A small meeting room was altered in the process.</p>



Left: Warburton Mechanics' Institute, front and rear, before works.



Right: Warburton Mechanics' Institute after works.



Works to the Warburton Mechanics' Institute were completed in 2007 with the assistance of funds made available through the Department of Sustainability and Environment's 'Creating Better Places' program, Regional Development Victoria, the Shire of Yarra Ranges, the Bendigo Bank and community fundraising efforts.

