

Heritage Asset Management Strategy Model

For Victorian Government Agencies
August 2023



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Version control

Version	Date of issue	Author	Description of changes
1	October 2009	Heritage Victoria	Initial document
2	August 2023	Heritage Victoria	Content updated to reflect Machinery of Government changes and updated legislation, policy frameworks and standards

Acknowledgment

We acknowledge and respect Victorian Traditional Owners as the original custodians of Victoria's land and waters, their unique ability to care for Country and deep spiritual connection to it. We honour Elders past and present whose knowledge and wisdom has ensured the continuation of culture and traditional practices.

We are committed to genuinely partner, and meaningfully engage, with Victoria's Traditional Owners and Aboriginal communities to support the protection of Country, the maintenance of spiritual and cultural practices and their broader aspirations in the 21st century and beyond.



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Part A: Introduction

About this document

This document provides Victorian Government agencies with a model for preparing a Heritage Asset Management Strategy.

This model has been developed to assist Victorian Government agencies in implementing the [Victorian Government Cultural Heritage Asset Management Principles](#) ("the *Principles*"), and to align with their responsibilities under the [Asset Management Accountability Framework](#).

For further guidance on the implementation of the *Principles*, please refer to the [Guidelines for Implementing the Victorian Government Cultural Asset Management Principles](#).

What is a Heritage Asset Management Strategy?

A Heritage Asset Management Strategy sets out measures for identifying, conserving and managing all heritage assets under an agency's control in accordance with the *Principles*, and provides for the integration of these measures with an agency's overall asset management framework.

An effective Heritage Asset Management Strategy will identify and consider:

- Whole of Victorian Government asset management frameworks
- Relevant heritage legislation
- Relevant heritage best-practice standards
- Agency-specific policies, structures and frameworks
- Community expectations.

Additionally, a Heritage Asset Management Strategy will comprise the following components:

- Identification of all heritage assets managed by the agency
- Details of where information relating to heritage assets is recorded by the agency
- Management action plan
- Asset maintenance plan
- Redundant assets transfer plan
- Asset transfer plan
- Performance and reporting framework.

Why prepare a Heritage Asset Management Strategy?

The preparation of a Heritage Asset Management Strategy is recommended by the *Principles*, which were endorsed by the Victorian Government in December 2009 and republished by Heritage Victoria in 2023. A Heritage Asset Management Strategy assists an agency in the effective conservation and management of its heritage assets.

The key **benefits** of having an effective Heritage Asset Management Strategy in place include:

- Compliance with statutory obligations and Whole of Victorian Government policy frameworks
- Opportunities to secure streamlined approvals, such as permit exemptions, from relevant statutory authorities
- Retention of the heritage value of assets owned by the Victorian Government
- Improved user and occupant satisfaction
- Enhanced community satisfaction
- Enrichment of the urban environment
- Extended asset life
- Reduction in costs associated with delayed maintenance
- Minimised service delivery disruptions.

Key **risks** of **not having** an effective Heritage Asset Management Strategy in place include:

- Breaches of statutory obligations and Whole of Victorian Government policy frameworks
- Delays to project delivery
- Decrease in heritage value of assets owned by the Victorian Government
- Loss of civic esteem
- Community dissatisfaction
- Reduced asset life
- Functional inefficiencies due to existing assets being used inappropriately or ineffectively
- Unscheduled or unexpected major expenditure.

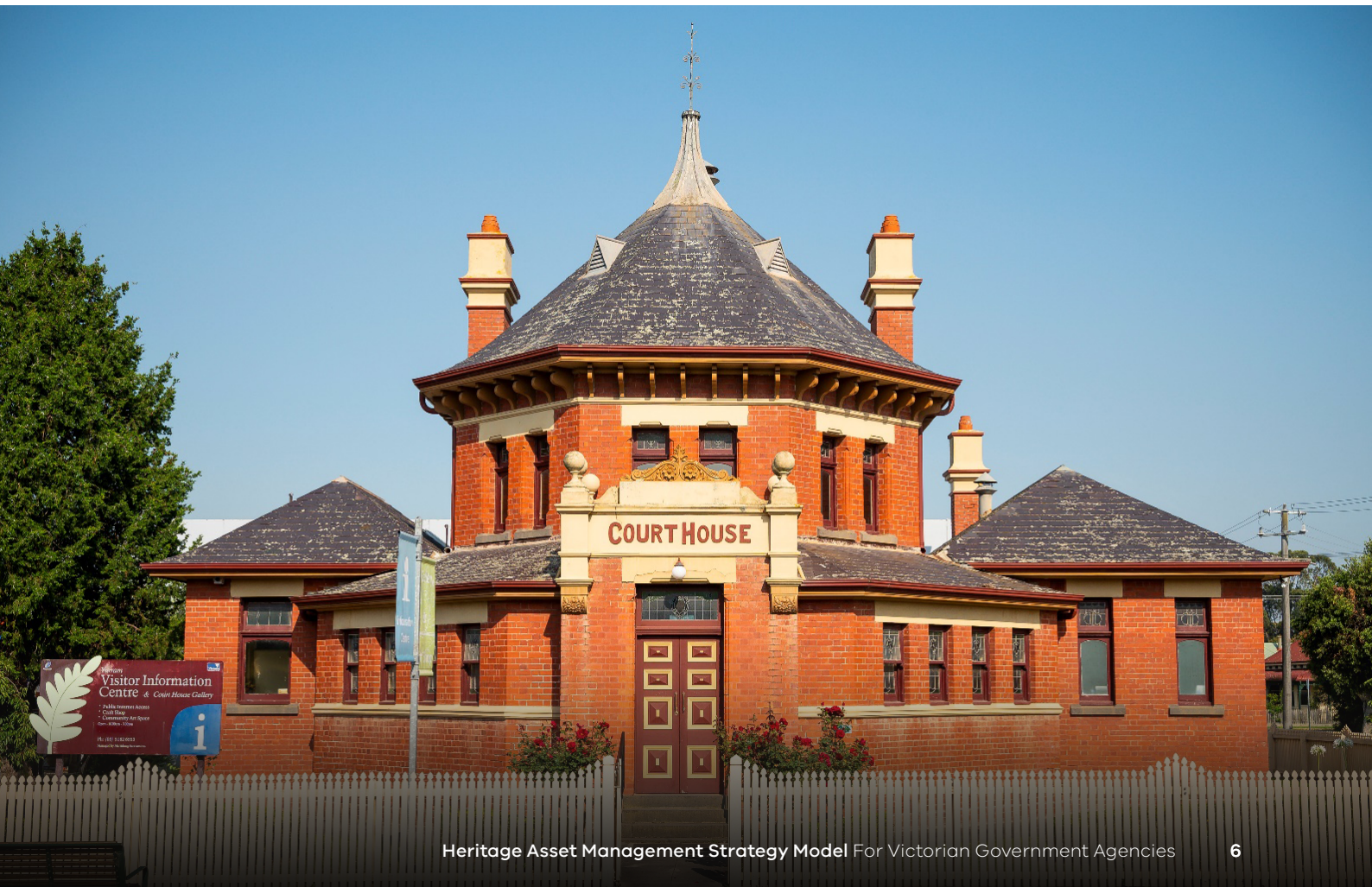
Who should prepare a Heritage Asset Management Strategy?

In accordance with the *Principles*, any Victorian Government agency with heritage assets under its control should prepare a Heritage Asset Management Strategy.

For more information relating to the different types of heritage listings in Victoria, please refer to [Guidelines for Implementing the Victorian Government Cultural Heritage Asset Management Principles](#).

The preparation of a Heritage Asset Management Strategy may require the expertise of a heritage professional, particularly in relation to the identification and assessment of heritage assets, and the preparation of Management Action Plans.

Heritage service providers operating within Victoria may be found using the [Victorian Heritage Services Directory](#).



Part B: Example Model of a Heritage Asset Management Strategy

Agencies are encouraged to adapt the below Heritage Asset Management Strategy model to fit the agency's strategic and policy contexts.

The Heritage Asset Management Strategy should also be incorporated into an agency's corporate plan, and align with other agency-wide asset management plans or frameworks, such as the [Victorian Government Asset Management Accountability Framework \(2016\)](#).

An effective Heritage Asset Management Strategy will usually contain the following:

1. Executive summary

- Includes a statement of the agency's commitment to managing its heritage assets in accordance with the *Principles*, for example:

"The [agency] recognises its responsibility to identify and care for the heritage property (or properties) under its control, and adopts the Victorian Government Cultural Heritage Asset Management Principles (2023)."

- Provides an overview of how the Heritage Asset Management Strategy operates within the agency's overarching corporate planning framework(s), including the *Victorian Government Asset Management Accountability Framework*.
- Confirms commitment to managing heritage assets as part of normal business.

2. Introduction

- Identifies parameters of the Heritage Asset Management Strategy, including:
 - Purpose and objectives of the document
 - Intended lifespan of the document (e.g. three years is recommended, in accordance with the review periods stipulated by the *Victorian Government Asset Management Accountability Framework*)
 - Any complementary and aligning documents, policies or frameworks prepared by the agency (e.g. corporate plan, other asset management frameworks etc.).
- Provides details relating to the preparation of the Heritage Asset Management Strategy Model, including:
 - The methodology for preparing the document
 - Any consultation undertaken while preparing the document.
- Defines "heritage assets" as:
 - *"places and objects of aesthetic, historic, scientific, social or spiritual value to present, past, or future generations;*
 - *assets already included in, or are suitable for inclusion in, the Victorian Heritage Register, Victorian Heritage Inventory, Victorian Aboriginal Heritage Register or the Local Government Heritage Overlay together with important furniture, collections and landscapes associated with the assets; and*
 - *assets that are valued by local communities as contributing to a sense of place".*

3. Legislative framework and heritage standards

- Identifies statutory obligations and required approvals under relevant heritage legislation, including:
 - [*Heritage Act 2017 \(Vic\)*](#)
 - [*Aboriginal Heritage Act 2006 \(Vic\)*](#)
 - [*Planning and Environment Act 1987 \(Vic\)*](#)
 - [*Environment Protection and Biodiversity Conservation Act 1999 \(Cth\)*](#)
 - [*Underwater Cultural Heritage Act 2018 \(Cth\)*](#)
- Outlines and adopts best practice heritage standards to be applied in the management of heritage assets, including:
 - [*The Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance \(2013\)*](#) and associated Practice Notes
 - [*Australian Natural Heritage Charter for the Conservation of Places and Natural Heritage Significance \(2002\)*](#)
 - [*Ask First: A Guide to Respecting Indigenous Heritage Places and Values \(2002\)*](#)
 - [*Significance 2.0: A Guide to Assessing the Significance of Collections \(2009\)*](#)

4. Policy framework

- References, and demonstrates alignment with, whole-of-government asset management policy frameworks such as:
 - [*Victorian Government Asset Management Accountability Framework \(2016\)*](#)
 - [*Victorian Government Cultural Heritage Asset Management Principles \(2023\)*](#).
- Commits to integration of the above asset management policy frameworks by:
 - recording all assets under the agency's control in the one agency-wide Asset Information Management System
 - Aligning reporting timeframes of the above asset management frameworks
 - Including compliance with the above asset management frameworks as an objective in the agency's corporate plan.



5. Strategic context of agency

- Identifies the agency's core functions, strategic objectives and delivery strategy.
- Outlines budgetary considerations relating to the management of heritage assets, including:
 - Funds currently allocated to the management of heritage assets
 - Opportunities to secure additional funds for the management of heritage assets (e.g. grant applications, future business cases, fundraising and activation opportunities etc.)
 - Staff resourcing, including the identification of:
 - > Corporate-level position(s) within the agency with overall responsibility for the management of assets ("Accountable Officer(s)")
 - > Relevant personnel, including consultants, and their roles in identifying and managing heritage values
 - > Those responsible for decisions, approvals and actions relating to heritage assets
 - > Those responsible for reviewing, implementing and reporting on the Heritage Asset Management Strategy.

6. Identification of heritage assets

- Identifies all heritage assets under the agency's control included in a statutory heritage listing.
- Commits to recording the following information in relation to heritage assets in the agency-wide Asset Information Management System:
 - Information relating to the ownership and location of the asset
 - Information relating to the cultural heritage significance of each asset, such as the Statement of Significance provided by a statutory heritage listing
 - Details relating to the type of statutory heritage listing applicable to the asset, including any statutory heritage list references/numbers (e.g. the Victorian Heritage Register (VHR) number for heritage assets included in the VHR)
 - GIS data relating to the heritage asset, synced into the Asset Information Management System on a regular (e.g. weekly) basis from relevant data platforms such as Hermes, ACHRIS, VicPlan or Planning Schemes Online
 - Overall condition of the asset, including the date of the most recent condition assessment, and the date for the next scheduled condition assessment
 - Operational status of the asset (e.g. in operation, unoccupied, redundant etc), including whether it forms part of any current Asset Transfer Plan
 - Details of works and maintenance undertaken to the asset
 - Details of works and maintenance forecast to be undertaken to the asset
 - Information relating to mandatory approvals and reporting requirements (e.g. details of any permits obtained from, or site cards submitted to, Heritage Victoria etc).
- Identifies format and location of the agency's Asset Information Management System, including information as to how that register is accessed and maintained, and by whom.
- Identifies additional heritage assets under the agency's control not currently included in a statutory heritage listing (optional).

7. Management Action Plan

- Provides a staged strategy to achieve conservation, management, sustainability and promotion of heritage assets. This might include:
 - The completion of significance assessments for any unlisted heritage assets (optional)
 - Preparing or updating any [Conservation Management Plans](#) for individual heritage assets
 - The completion of identified conservation or activation projects
 - Identifying opportunities for the interpretation, celebration and promotion of the cultural heritage significance of assets (e.g. participation in events, such as the Australian Heritage Festival, or publicly sharing historical information such as archives, drawings and records)
 - Identifying opportunities for improved sustainability, such as the re-use of heritage assets. In considering proposals for re-use, agencies should consider the following matters:
 - > Whether or not the proposed re-use is compatible with retaining the item's cultural heritage significance
 - > The cultural heritage significance of the place as a whole, including landscape, setting, views and vistas
 - > The intactness and rarity of the heritage asset, and whether its re-use would compromise its intactness and rarity
 - A process for undertaking consultation with key stakeholders, communities and other Victorian Government agencies on heritage matters, as required.

8. Asset Maintenance Plan

- Identifies agency-wide maintenance priorities for heritage assets.
- Develops maintenance plans and inspection schedules for individual heritage assets, based on guidance and templates set out in [Minimum Standards for Maintenance and Repair of Heritage Places \(2023\)](#), addressing:
 - Weather protection
 - Fire protection
 - Security
 - Essential maintenance and repair
 - Pest control
 - Insurance
 - Responding to an emergency or disaster.

9. Redundant Assets Plan

- Develops a strategy for managing and conserving assets with no apparent re-use options or are surplus to the agency's needs.
- Identifies options such as leasing or transfer of the asset to another party where an asset is unable to meet the service delivery needs of an agency (please see **10. Asset Transfer Plan** below).

10. Asset Transfer Plan

- Identifies a strategy for transfer or sale of assets to another party, including:
 - Liaison with relevant statutory authorities prior to the proposed transfer or sale of an asset, and ensuring proposed transfer or sale complies with relevant legislative processes (e.g. s.60 of the *Heritage Act 2017*, for places and objects included in the VHR)
 - Seeking heritage protection or covenants as appropriate for the asset being transferred (e.g. if it is not already included in a statutory heritage listing) prior to transfer or sale, ensuring that the asset will have continuing protection following its disposal
 - Ensuring all information relating to the cultural heritage significance of the asset is provided to the new manager/owner, such as any Statements of Significance, drawings, or records of the use, construction or alteration of the asset over time
 - Ensuring the transferring agency's Asset Information Management System is updated to reflect the transfer or sale of the asset.

11. Strategy Monitoring

- Identifies timetable for the review of the Heritage Asset Management Strategy at the end of its lifespan.
- Identifies personnel responsible for the review of the Heritage Asset Management Strategy and the reporting of findings (including personnel and authorities receiving reported findings, such as executive leadership or the relevant Minister).
- Identifies measures for success, such as:
 - Heritage conservation outcomes, including the maintenance, monitoring and sustainability of heritage assets
 - Compliance with relevant legislative and policy frameworks
 - Business outcomes
 - Service delivery obligations
 - Community satisfaction
 - Comparison of actual performance against anticipated performance of Heritage Asset Management Strategy.
- Allocates sufficient resources to updating the Heritage Asset Management Strategy based on reported findings, and within appropriate timeframes.



Useful resources

Heritage asset management frameworks for Victorian Government agencies

[Victorian Government Cultural Heritage Asset Management Principles](#), Heritage Victoria, 2023

[Guidelines for Implementing the Victorian Government Cultural Heritage Asset Management Principles](#), Heritage Victoria, 2023

[Asset Management Accountability Framework](#), Department of Treasury and Finance, 2016 and associated guidance, including:

- [Implementation guidance](#)
- [Guidance note – intangible assets](#)
- [Compliance assurance and maturity assessment](#)
- [Compliance Tool](#)

Additional guidance relating to Victorian Government heritage assets

[Compliance Checklist for Government Agencies](#), Heritage Victoria, 2023

[Local Government's Role in Heritage Protection – An Introduction for Councillors](#), Heritage Council of Victoria, 2023

[The Heritage Information Pack](#), Heritage Council of Victoria, 2023

Best practice standards for the management of cultural heritage in Australia

[The Burra Charter: the Australia ICOMOS Charter for Places of Cultural Significance](#), Australia ICOMOS, 2013, and associated Practice Notes, including:

- [Understanding and assessing cultural significance](#)
- [Developing policy](#)
- [Preparing studies and reports – contractual and ethical issues](#)
- [The Burra Charter and archaeological practice](#)
- [The Burra Charter and Indigenous cultural heritage management](#)
- [Interpretation](#)
- [Burra Charter Article 22 – new work](#)
- [Understanding cultural routes](#)
- [Intangible cultural heritage and place](#)
- [Heritage and sustainability 1 – built heritage](#)
- [Cultural landscapes](#)

[Australian Natural Heritage Charter for the Conservation of Places of Natural Heritage Significance](#), Australian Heritage Commission, 2002

[Ask First: A Guide to Respecting Indigenous Heritage Places and Values](#), Australian Heritage Commission, 2002

[Significance 2.0: A Guide to Assessing the Significance of Collections](#), Collections Council of Australia, 2009



Guidance prepared by Heritage Victoria and the Heritage Council of Victoria

Maintenance and management plans

[Minimum Standards for Maintenance and Repair of Heritage Places](#), Heritage Victoria, 2023

[Conservation Management Plans: Managing Heritage Places](#), Heritage Council of Victoria, 2010

Adaptive re-use

[Adaptive Reuse of Industrial Heritage: Opportunities and Challenges](#), Heritage Council of Victoria, 2013

[At Home with Heritage: A Considered Approach to Renovating your House](#), Heritage Council of Victoria, 2021

Cultural heritage significance

[Victorian Heritage Register Criteria and Threshold Guidelines](#), Heritage Council of Victoria, 2022

[Victoria's Post 1940s Migration Heritage](#), Context Pty Ltd for Heritage Victoria, 2011

Technical guidance

[Graffiti Mitigation: Guidance Relating to the Management of Graffiti at Heritage Places](#), Heritage Victoria, 2022

[Mortars: Materials, Mixes and Methods - a Guide to Repointing Mortar Joints in Older Buildings](#), David Young for the Heritage Council of Victoria, Heritage Council of New South Wales, Heritage South Australia, Heritage Council of Western Australia, Tasmanian Heritage Council and Queensland Heritage Council, 2021

[Guidelines for Conducting Historical Archaeological Surveys](#), Heritage Victoria, 2020

[Lime Mortars for the Repair of Masonry](#), Heritage Victoria, Heritage Council of Victoria and David Young, 2020

[Repointing with Lime Mortars](#), Heritage Victoria, Heritage Council of Victoria and David Young, 2020

[Heritage Buildings and Sustainability](#), David Rowe et al. for the Heritage Council of Victoria, 2009

[Achieving High Quality Building Conservation Outcomes](#), Donald Ellsmore for the Heritage Council, 2009

[Salt Attack and Rising Damp: A Guide to Salt Damp in Historic and Older Buildings](#), David Young for the Heritage Council of New South Wales, Heritage Victoria, and the South Australian Department for Environment and Heritage, 2008

[Cleaning Masonry](#), Heritage Victoria and the Heritage Council of Victoria, 2001

[Victorian Stucco](#), Miles Lewis (ed) and the Heritage Council of Victoria, 2011

[Repair of Tongue and Groove Floorboards](#), Heritage Victoria, 2007

[Timber Repairs](#), Heritage Victoria, 2008

[Metalwork](#), Heritage Victoria and the Heritage Council of Victoria, 2001

[Slating, Tiling and Roof Plumbing](#), Heritage Victoria and the Heritage Council of Victoria, 2001

[Heritage Gardens](#), Heritage Victoria and the Heritage Council of Victoria, 2001

[Watering Heritage Gardens and Trees](#), Heritage Victoria and the Heritage Council of Victoria, 2008

Approvals under the Heritage Act 2017

[Principles for Considering Change to Places in the Victorian Heritage Register](#), Heritage Victoria, 2022

[Reasonable or Economic Use: Relevant Matters for the Consideration of Section 101\(2\)\(b\) of the Heritage Act 2017](#), Heritage Victoria, 2021

[Guideline for Heritage Permit Exemptions](#), Heritage Victoria, 2023

[Section 92\(1\) General Permit Exemptions](#), Heritage Victoria, 2022

[Obtaining a Heritage Act Consent](#), Heritage Victoria, 2018

Need more information?

Find out more about the government's initiatives at dtp.vic.gov.au