

Guidelines for Implementing the Victorian Government Cultural Heritage Asset Management Principles

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
3	February 2024	Heritage Victoria	Content updated to reflect amendments to the <i>Heritage Act 2017</i>

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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Introduction

A significant proportion of Victoria's most important historic places and objects are owned and managed by the Victorian Government.

These assets provide a rich, tangible representation of the State's history and identity, and enhance our social, built and urban environments. From cultural venues, to infrastructure, parks, monuments, sites and office buildings, the effective management of State-owned heritage assets is essential to the conservation of Victoria's shared heritage.

In accordance with the [Victorian Government Cultural Heritage Asset Management Principles](#) ("the Principles"), it is the responsibility of government agencies to 'lead by example', and ensure that all heritage assets in their care are managed in strict compliance with relevant legislation and whole-of-government policy frameworks.

First endorsed by the Victorian Government in 2009, the Principles articulate the Victorian Government's objective to identify, protect, conserve and present the cultural heritage significance of government-owned assets for current and future generations. The Principles define five key steps for success:

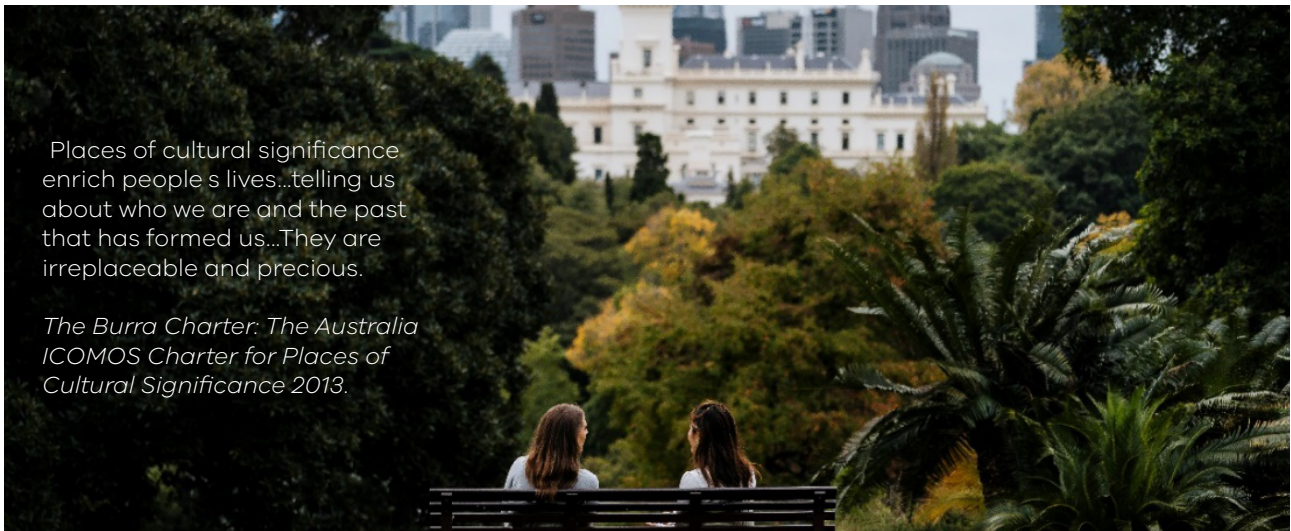
1. **Have a strategy**
2. **Develop an inventory**
3. **Get the appropriate expertise**
4. **Apply management Principles**
5. **Monitor performance**

To assist heritage asset managers in implementing the Principles, the following guidance documents have been prepared by Heritage Victoria:

Document title	Purpose
Guidelines for Implementing the Victorian Government Cultural Heritage Asset Management Principles (2023) (this document)	Provides detailed guidance on how to accurately interpret and implement the Principles, including information relating to legislative frameworks and best-practice standards applicable to cultural heritage in Victoria.
Heritage Asset Management Strategy Model for Victorian Government Agencies (2023)	Provides a model for preparing a Heritage Asset Management Strategy, in accordance with the Principles.
Compliance Checklist for Victorian Government Agencies	Provides a "before you start" checklist when undertaking works and activities, including transfer of ownership, to Government-owned assets protected by the <i>Heritage Act 2017</i> .

Places of cultural significance enrich people's lives...telling us about who we are and the past that has formed us...They are irreplaceable and precious.

The Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance 2013.



1. Have a strategy

The preparation of a Heritage Asset Management Strategy is essential to best-practice heritage asset management. The process of preparing an effective Heritage Asset Management Strategy requires asset managers to:

- a. Understand legislative and policy frameworks
- b. Adopt heritage standards of best practice
- c. Establish governance frameworks, and
- d. Prepare a Heritage Asset Management Strategy using the [Heritage Asset Management Strategy Model for Victorian Government Agencies](#).

1a) Understand legislative and policy frameworks

Legislation

In Victoria, heritage places and objects are protected by the following pieces of legislation:

Legislation	Description	Statutory heritage list(s)	Administered by
Heritage Act 2017 (Vic)	Protection and management of historic places and objects of State-level cultural heritage significance, historic archaeological sites, shipwrecks and shipwreck artefacts in Victorian waters and UNESCO World Heritage List places also included in the Victorian Heritage Register.	Victorian Heritage Register Victorian Heritage Inventory	<ul style="list-style-type: none"> • Executive Director Heritage Victoria, Victorian Government Department of Transport and Planning • Heritage Council of Victoria • Minister for Planning
Planning and Environment Act 1987 (Vic)	Protection and management of locally significant heritage places.	Local Government Heritage Overlay	<ul style="list-style-type: none"> • Responsible Authorities (Local Councils; Minister for Planning) • Victorian Government Department of Transport and Planning
Aboriginal Heritage Act 2006 (Vic)	Protection and management of Aboriginal cultural heritage in Victoria.	Victorian Aboriginal Heritage Register	<ul style="list-style-type: none"> • Registered Aboriginal Parties • First Peoples – State Relations, Victorian Government Department of Premier and Cabinet • Victorian Aboriginal Heritage Council • Minister for Treaty and First Peoples
Environment Protection and Biodiversity Conservation Act 1999 (Cth)	Protection and management of heritage places included in the National Heritage List and UNESCO World Heritage List.	National Heritage List	<ul style="list-style-type: none"> • Australian Government Department of Climate Change, Energy, the Environment and Water • Minister for the Environment (Commonwealth)

Legislation	Description	Statutory heritage list(s)	Administered by
Underwater Cultural Heritage Act 2018 (Cth)	Protection and management of underwater shipwrecks, aircraft wreck sites and artefacts in Australia.	Australian Underwater Cultural Heritage Database	<ul style="list-style-type: none"> Australian Government Department of Climate Change, Energy, the Environment and Water Minister for the Environment (Commonwealth) Executive Director Heritage Victoria, Victorian Department of Transport and Planning (for waters off the Australian coast)

It is important for managers of government-owned heritage assets to be aware that multiple legislative frameworks may apply to the management of one heritage asset (for example, management of a place included in the National Heritage List and the Victorian Heritage Register would require compliance with both the *Heritage Act 2017* and *Environment Protection and Conservation Biodiversity Act 1999*).

Agencies have a responsibility to ensure they are aware of, and compliant with, **all legislation** relevant to the management, care and operation of their heritage assets, and that all statutory requirements are satisfied.

To support agencies in understanding their obligations under the *Heritage Act 2017* and the process for obtaining required approvals, Heritage Victoria has developed a [Compliance Checklist for Victorian Government Agencies](#).

Additional information relating to heritage protection in Victoria can be found in the [Heritage Council of Victoria Heritage Information Pack](#).

Whole-of-Government Asset Management Frameworks

In Victoria, agencies should comply with the requirements of the following whole-of-government asset management policy frameworks:

Victorian Government Policy Framework	Description	Administered by
Victorian Government Cultural Heritage Asset Management Principles (2023)	<ul style="list-style-type: none"> Asset management framework for government-owned assets with cultural heritage significance. 	<ul style="list-style-type: none"> Heritage Victoria, Victorian Government Department of Transport and Planning Heritage Council of Victoria
Asset Management Accountability Framework (2016)	<ul style="list-style-type: none"> Asset management framework for all government-owned assets (with or without cultural heritage significance) Replaces Victoria’s previous asset management framework, <i>Sustaining our Assets</i> Sets out mandatory management and reporting requirements for assets controlled by government departments, agencies, corporations, authorities, and other bodies that are captured by the Standing Directions of the Minister for Finance made under the <i>Financial Management Act 1994</i> (Vic). 	<ul style="list-style-type: none"> Victorian Government Department of Treasury and Finance

Links to all supporting guidance available in relation to the Principles and the [Asset Management Accountability Framework](#) are listed in **Appendix 1**. Further guidance to assist asset managers in integrating the requirements of both the Principles and the *Asset Management Accountability Framework* is provided below at **1d) Prepare a Heritage Asset Management Strategy**.

1b) Adopt heritage standards of practice

Heritage standards and guidelines

Agencies implementing the Principles should become familiar with, and adopt, the below set of charters and guidelines which establish standards of best practice for the management of cultural heritage in Australia.

These are:

Standard/guideline	Description	Administered by
The Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance (2013) ("the Burra Charter")	<ul style="list-style-type: none"> • Key standard for heritage best practice in Australia • Underpins Australia's local, state/territory, and national heritage systems • Provides a series of Practice Notes to supplement and provide practical advice regarding its application. 	<ul style="list-style-type: none"> • Australia International Council of Monuments and Sites (Australia ICOMOS)
Australian Natural Heritage Charter: for the conservation of places of natural heritage significance (2002)	<ul style="list-style-type: none"> • Sets out best practice conservation principles specifically for natural places • Informs the Burra Charter in relation to natural heritage. 	<ul style="list-style-type: none"> • Australian Heritage Council
Ask first: a guide to respecting Indigenous heritage places and values (2002)	<ul style="list-style-type: none"> • Provides best practice guidance for consulting with Aboriginal and Torres Strait Islander people about their heritage and its conservation • Informs the Burra Charter in relation to consultation regarding Indigenous heritage places. 	<ul style="list-style-type: none"> • Australian Heritage Council
Significance 2.0: a guide to assessing the significance of collections (2009)	<ul style="list-style-type: none"> • Provides guidance for collecting organisations, collecting professionals and the broader public to determine the significance of cultural heritage objects • Informs the Burra Charter in relation to significance assessments for cultural heritage objects. 	<ul style="list-style-type: none"> • Australian Government Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Government agencies should adopt the Burra Charter, including the above charters and guidance cited by it, as the guiding framework to manage change to their heritage assets.

Links to all supporting guidance available in relation to the above documents are included in **Appendix 1**.

1c) Establish governance frameworks

Allocate asset management responsibility to Accountable Officers

In accordance with the [Asset Management Accountability Framework](#), it is recommended that agencies allocate key corporate positions (“Accountable Officers”) with responsibility, authority and accountability for all stages of the asset management lifecycle.

Accountable Officers should integrate their responsibilities as set out by the [Asset Management Accountability Framework](#) with those required by the Principles, such as:

- The preparation, implementation and monitoring of an agency-wide Heritage Asset Management Plan in accordance with the [Heritage Asset Management Strategy Model for Victorian Government Agencies](#)
- Overseeing projects in accordance with a Heritage Asset Management Strategy
- Ensuring consistency between the Heritage Asset Management Strategy and other corporate objectives and directions
- Approving priorities and allocation of resources for implementation of the Heritage Asset Management Strategy
- Ensuring heritage assets are identified and recorded in an Agency Information Management System, preferably the same system used to record all assets maintained by the agency
- Ensuring legal and reputational risk of non-compliance with heritage law is well understood and communicated at all levels of the organisation
- Ensuring the agency is resourced with appropriately skilled and qualified staff, or where asset management activities are outsourced, that contracted staff are appropriately skilled and qualified
- Ensuring the cultural heritage significance of the place and its management needs are communicated to relevant stakeholders
- Ensuring consultation is undertaken with interested stakeholders when making management decisions about heritage assets.

1d) Prepare a Heritage Asset Management Strategy using the Heritage Asset Strategy Model

It is recommended that each agency prepare and put in place a Heritage Asset Management Strategy to implement the Principles, under the direction of the Accountable Officer(s).

The Heritage Asset Management Strategy should be integrated with the agency’s corporate plan and other strategic asset management plans and frameworks.

To assist government heritage asset managers in preparing a Heritage Asset Management Strategy, Heritage Victoria has developed a [Heritage Asset Management Strategy Model for Victorian Government Agencies](#)



2. Develop an inventory

Agencies are responsible for identifying all heritage assets within their care and to ensure their conservation for current and future generations.

The key steps required for effectively establishing and maintaining an inventory of heritage assets are:

- a. Identify heritage assets
- b. Record heritage assets in the agency's Asset Information Management System
- c. Understand the significance of heritage assets.

2a) Identify heritage assets

Heritage-listed assets

Before an agency can manage and conserve its heritage assets, it must identify the range and extent of heritage places and objects within its ownership and control.

Agencies should maintain an inventory which identifies all places and objects it manages that are included in the following statutory heritage listings:

List	Description	Relevant legislation	Search location(s)
UNESCO World Heritage List	Places of Outstanding Universal Value to the World	<i>Environment Protection and Biodiversity Conservation Act 1999 (Cth), Heritage Act 2017 (Vic)</i>	<ul style="list-style-type: none"> • UNESCO World Heritage List
National Heritage List	Places of national heritage significance to Australia	<i>Environment Protection and Biodiversity Conservation Act 1999 (Cth)</i>	<ul style="list-style-type: none"> • National Heritage List
Australasian Underwater Cultural Heritage Database	Shipwrecks, sunken aircraft, other types of underwater heritage sites and associated artefacts located in or originating from the Oceania and Southeast Asian regions	<i>Underwater Cultural Heritage Act 2018 (Cth)</i>	<ul style="list-style-type: none"> • Australasian Underwater Cultural Heritage Database
Victorian Heritage Register	Places and objects (including shipwrecks) of cultural heritage significance to the State of Victoria	<i>Heritage Act 2017 (Vic)</i>	<ul style="list-style-type: none"> • Victorian Heritage Database • Is my place heritage listed? interactive map
Victorian Heritage Inventory	All known historical archaeological sites in the State of Victoria (does not include sites associated only with Aboriginal occupation of the place)	<i>Heritage Act 2017 (Vic)</i>	<ul style="list-style-type: none"> • Victorian Heritage Database • Is my place heritage listed? interactive map
Victorian Aboriginal Heritage Register	All known Aboriginal cultural heritage places and objects in the State of Victoria	<i>Aboriginal Heritage Act 2006 (Vic)</i>	<ul style="list-style-type: none"> • Victorian Aboriginal Heritage Register
Heritage Overlay in a local planning scheme	Places with heritage significance within a local government area	<i>Planning and Environment Act 1987 (Vic)</i>	<ul style="list-style-type: none"> • Is my place heritage listed? interactive map • Planning Schemes Online

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Identifying heritage assets using geographic information system (GIS) data

Where possible, agencies are encouraged to identify heritage assets under their control with the use of GIS data. This may involve introducing a set of “heritage layers” from DataVic and the Aboriginal Cultural Heritage Register and Information System (ACHRIS) into existing GIS databases. Specific open access layers for statutory listings in Victoria are:

- [Victorian Heritage Register](#)
- [Victorian Heritage Inventory](#)
- [Heritage Overlays](#)

A [Victorian Heritage Application Programming Interface](#) (API) which includes all Victorian Heritage Register and Victorian Heritage Inventory data is also available.

These data sets are updated to DataVic every night. To ensure currency of this information, please ensure the data sets are refreshed frequently.

The advantages of this approach may include:

- Fast and accurate identification of heritage assets
- Clear information relating to the mapped extent of the listed area
- The potential to sync heritage-related information from other platforms on a regular basis (e.g. weekly) to ensure currency of data.

For more information on the use of GIS data to identify heritage assets, please consult with the administering body for the relevant platform and/or corresponding statutory heritage listing.



Identifying heritage assets with a heritage certificate from Heritage Victoria

A [heritage certificate](#) provided by Heritage Victoria may be a useful document for asset managers to understand if a place has any heritage encumbrances relating to the *Heritage Act 2017* against it.

This includes if:

- It is included in Victorian Heritage Register
- It is included in the Victorian Heritage Inventory
- There is a current nomination to include the place in either of the above
- It is in a World Heritage Environs Area
- There are any enforcement actions currently being taken at the place.

The certificate is valid for the day it is issued. It should be noted, however, that a heritage certificate issued by Heritage Victoria will not provide information relating to all statutory heritage listings in Victoria, such as the Victorian Aboriginal Heritage Register or a Heritage Overlay.

Asset managers can seek an application for advice from First Peoples - State Relations to understand if a place has any heritage encumbrances relating to the *Aboriginal Heritage Act 2006*. Contact the relevant council for information on heritage overlays. Planning certificates which contain details of any heritage overlay controls can be applied for from [LANDATA](#).

Assets of potential cultural heritage significance

Additionally, agencies may identify assets under their control and management with the **potential** to be of cultural heritage significance, but that may **not yet be included** in the statutory heritage listings outlined on page 9.

Agencies may also wish to identify and record assets that are **unlikely** to meet the significance threshold for statutory heritage protection, but nonetheless document the history and heritage of that agency.

Nominate/register unrecorded heritage assets with the relevant authority

Heritage assets of potential cultural heritage significance should be nominated and/or registered with the relevant authority. Some statutory heritage listings accept nominations from anyone at any time, such as the Victorian Heritage Register.

If a previously unrecorded heritage asset is identified by an agency as having strong potential for State-level significance in accordance with the [Victorian Heritage Register Criteria and Threshold Guidelines](#), it may be [nominated](#) for inclusion in the Victorian

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Heritage Register. Assets identified as being of local cultural heritage significance may be referred to the relevant Local Government Authority for consideration in any future heritage study, and possible inclusion in the Heritage Overlay of the planning scheme. Some heritage places and objects are given "blanket protection" by legislation even if the place or object has not yet been reported to the relevant regulatory authority, or included in the relevant statutory listing (e.g. the *Heritage Act 2017* provides blanket protection to all historical archaeological sites in Victoria, whether or not they have been reported to Heritage Victoria or included in the Victorian Heritage Inventory).

Agencies are responsible for identifying and complying with any blanket protections that may apply to unrecorded heritage assets under their control.

Apply to exclude heritage assets from the Victorian Heritage Register

In accordance with s.36A of the *Heritage Act 2017*, an agency can make an application to exclude a heritage asset from the Victorian Heritage Register for the sole purposes of facilitating a major development, the cost of which is more than \$5 million.

Agencies are responsible for ensuring that all requirements outlined in the relevant legislation are understood and complied with.

Mandatory notifications

An agency must notify Heritage Victoria of its intention to conduct an archaeological survey that is being undertaken for the purpose of discovering a historical archaeological site **prior** to commencement. A survey report must be submitted to Heritage Victoria within 6 months of completion of the survey, irrespective of whether any previously unrecorded historical archaeological sites are identified or not.

If a previously unrecorded historical archaeological site is identified in the process of undertaking research or survey for the purpose of discovering a historical archaeological site, preparing a cultural heritage management plan, or in accordance with a cultural heritage permit, a survey report must be submitted to Heritage Victoria within 6 months of completion of the research or survey. A site card must also be submitted to Heritage Victoria within 30 days to allow for determination of whether it will be included in the Victorian Heritage Inventory.

Similar mandatory reporting requirements for newly-identified cultural heritage apply within other legislative frameworks, such as the *Aboriginal Heritage Act 2006*. Agencies are responsible for consulting with the relevant authorities and ensuring all mandatory reporting requirements are understood and complied with.

2b) Record heritage assets in the agency's Asset Information Management System

Use an agency-wide Asset Information Management System

It is the requirement of the [Asset Management Accountability Framework](#), that agencies use an agency-wide Asset Information Management System to record information relating to assets under their control.

Information relating to heritage assets should also be recorded in an agency's Asset Information Management System, to ensure information relating to all assets controlled by the agency - heritage and non-heritage - can be found in the one place. All staff responsible for carrying out strategic or physical work to heritage assets should have access to the Asset Information Management System.

The following information relating to heritage assets should be recorded in an agency's Asset Information Management System:

- Information relating to the ownership and location of the heritage asset
- Information relating to the cultural heritage significance of each asset
- 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 number for heritage asset)
- GIS data relating to the heritage asset, synced into the Asset Information Management System on a regular (e.g. weekly) basis from platforms such as DataVic and ACHRIS
- Overall condition of the asset, including 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 strategy
- The ability to track works and maintenance 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).

It is possible that much of the information set out above could be directly synced from State-wide databases into an agency's Asset Information Management System, such as DataVic and ACHRIS. For more information, please consult with the administering body for the relevant platform and/or corresponding statutory heritage listing.

Review asset registers annually

Agencies are encouraged to review and update all information relating to heritage assets annually to reflect changing circumstances and available information.

It is recommended that annual reviews include:

- Addition of any heritage assets newly transferred to the agency, including records of relevant statutory processes completed (e.g. a [heritage certificate](#), or records demonstrating compliance with change of owner provisions under s.60 of the *Heritage Act 2017*)
- Addition of any new information about existing heritage assets, such as:
 - New documentation relating to the asset, such as historical studies, condition assessments or audits
 - Details of any identified maintenance and/or repair priorities and risks
 - Details of any conservation/maintenance works completed and/or associated statutory approvals
 - Details of any changes to a place or object's statutory listing status (e.g. whether it has been added to or removed from a statutory listing)
- Change to the ownership/lease/occupancy of an asset, and records of relevant statutory processes completed (e.g. a [heritage certificate](#), or records demonstrating compliance with s.60 of the *Heritage Act 2017*)
- Demolition or relocation of an asset
- Records of any non-compliance matters in relation to an asset.

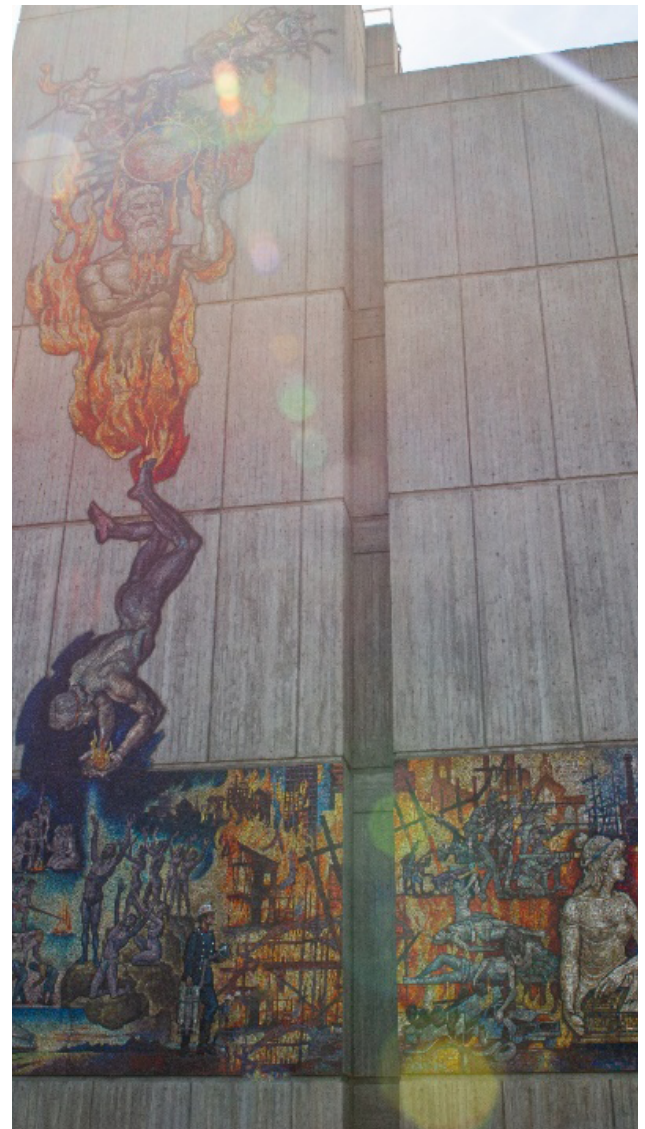
2c) Understand the significance of heritage assets

To successfully manage an asset with cultural heritage significance it is essential to understand how, why, and what makes the asset significant.

Places and objects that have statutory heritage protection at a local, State, National or World level are likely to include Statements of Significance as part of that listing.

It is recommended that asset managers locate the relevant listing (refer to page 9 of this document) and ensure that this information is included in the agency's Asset Information Management System.

A Statement of Significance should be the starting point for informing future management decisions for a heritage asset, allowing managers to identify opportunities to conserve and promote an asset's heritage values, while also identifying elements of the place or object that would be compromised by inappropriate development, use or change.



3. Get appropriate expertise

It is important that works or activities undertaken to heritage assets are carried out by practitioners with the training, skills and experience relevant to the work or activity.

To ensure that staff working with heritage assets are appropriately qualified, agencies should:

- a. Induct staff in heritage awareness
- b. Use appropriately qualified and experienced consultants and contractors, and
- c. Engage with other agencies to share experiences and knowledge.

3a) Induct staff in heritage awareness

Agencies should ensure that all employees, contractors, consultants and companies employed to manage and undertake works to heritage assets are trained in and are familiar with the requirements of the Principles and relevant legislation.

This should include strategies to ensure that anyone making management decisions about heritage assets, particularly the Accountable Officer(s), is familiar with the cultural heritage significance of the asset. They should be aware of the implication of any potential actions on that significance, including whether a place is likely to contain heritage values that are concealed or unknown, which may be vulnerable to impacts.

Staff responsible for the management of heritage assets must also ensure that any required statutory approvals are obtained **prior** to undertaking works, and that any mandatory notification requirements during or following the completion of works are fulfilled.

Additionally, agencies should identify training opportunities for the Accountable Officer(s) and staff responsible for undertaking works and making decisions relating to heritage assets.

3b) Use appropriately qualified and experienced consultants and contractors

Works and activities to heritage assets will often require the expertise of a heritage professional, such as a heritage architect or consultant, a historical archaeologist, an engineer with heritage experience, a materials conservator or a local council heritage advisor. Other activities may require the involvement of tradespeople such as stonemasons, electricians or plumbers with experience working at heritage places.

Please consult the [Victorian Heritage Services Directory](#) to find a heritage service provider.

3c) Engage with other agencies to share experiences and knowledge

It is recommended that agencies explore methods to improve the management of heritage assets such as:

- Coordinating activities with other bodies, including other agencies, peak heritage bodies and community groups, and
- Considering cross-agency agreements and resource-sharing.



4. Apply management Principles

Agencies should formally adopt the Principles, and reflect a commitment to applying the Principles as a whole-of-government policy framework in the agency's corporate plan.

Compliance with the Principles can be ensured by:

- Adopting and implementing the [Victorian Government Cultural Heritage Asset Management Principles](#)
- Accessing guidance and support from Heritage Victoria, and
- Talking to relevant authorities early in any development proposal.

4a) Adopt and implement the Victorian Government Cultural Heritage Asset Management Principles

Agencies should adopt and commit to the implementation of the Principles, reflecting this commitment in relevant corporate documents such as an agency's corporate plan.

Agencies should refer closely to the [Principles](#), the *Guidelines for Implementing the Victorian Government Cultural Heritage Asset Management Principles* (this document) and the [Heritage Asset Management Strategy Model for Victorian Government Agencies](#) to ensure compliance with this whole-of-government framework.

A quick reference guide, setting out implementation measures in relation to each Principle, is provided below.

Principle	Implementation measure(s)
<p>1. Heritage Asset Management Strategy</p> <p><i>Each government agency should develop a Heritage Asset Management Strategy to implement the principles outlined in this document. A Heritage Asset Management Strategy will assist an agency in the conservation of its heritage assets. A Heritage Asset Management Strategy can also provide the basis for permit exemptions to streamline cultural heritage approvals from State and local government, for agencies managing heritage assets.</i></p>	<ul style="list-style-type: none"> Accountable Officer(s) allocated responsibility for the preparation of a Heritage Asset Management Strategy. Development and implementation of a Heritage Asset Management Strategy, in accordance with the Heritage Asset Management Strategy Model for Victorian Government Agencies and section 1 of this document.
<p>2. Identification of heritage assets</p> <p><i>Government agencies should identify, within their Heritage Asset Management Strategy, a list of heritage places and objects included in the National Heritage List (Commonwealth), Victorian Heritage Register, Victorian Heritage Inventory and Victorian Aboriginal Heritage Register (State) and heritage overlay (local government). Some agencies may want to go further than these lists; for example, furniture, archives or collections.</i></p>	<ul style="list-style-type: none"> Identification of all heritage assets controlled by the agency included in a statutory heritage listing. Recording all identified heritage assets with statutory heritage listings, including all information relating to the relevant listing(s) in an agency-wide Asset Information Management System. Identification and recording of heritage assets undertaken in accordance with the Heritage Asset Management Strategy Model for Victorian Government Agencies and section 2 of this document.

Principle	Implementation measure(s)
<p>3. Lead by example</p> <p><i>Government agencies should lead by example by adopting appropriate heritage asset management strategies, processes and practices. The Victorian Government should set the standard for the community in the management of heritage assets.</i></p>	<ul style="list-style-type: none"> • Commitment to implementing the Principles is included in the agency’s public-facing documents, such as corporate or strategic plans. • Heritage Asset Management Strategy is made publicly available, such as by publishing on agency’s website.
<p>4. Maintenance of heritage assets</p> <p><i>Heritage assets are to be maintained in a manner which retains heritage significance, with the objective of preventing deterioration and avoiding the need for expensive ‘catch-up’ maintenance and major repairs. Maintenance is the key to resilience in the time of climate change and extreme weather events.</i></p>	<ul style="list-style-type: none"> • Asset Maintenance Plan (refer to Heritage Asset Management Strategy Model for Victorian Government Agencies) is prepared and implemented by the agency. • Measures set out in the Asset Maintenance Plan prevent heritage assets from falling into a state of disrepair and ensures the conservation of a heritage asset’s cultural heritage significance is not threatened. • Maintenance works and activities comply with relevant statutory requirements, including any applicable exemptions from statutory approvals (refer to section 4c of this document).
<p>5. Conservation outcomes</p> <p><i>Heritage assets should be conserved to retain their heritage significance to the greatest extent feasible. Government agencies should aim to conserve assets for operational purposes or to adaptively reuse assets in preference to demolition. The management of heritage assets should use the best available knowledge, skills and standards for those places.</i></p>	<ul style="list-style-type: none"> • Conservation and management priorities set out in the Management Action Plan (refer to Heritage Asset Management Strategy Model for Victorian Government Agencies) are implemented and carried out in accordance with agreed timelines and relevant statutory processes. • Any proposed re-use of any heritage assets is scoped and implemented in accordance with the Heritage Asset Management Strategy Model for Victorian Government Agencies, by appropriately qualified personnel (refer to section 3 of this document) and includes appropriate consultation processes. • Relevant statutory approvals are obtained prior to works commencing.
<p>6. Sustainability</p> <p><i>Conservation of heritage places should be recognised as part of a government agency’s management response to environmentally sustainable development. The conservation and, where appropriate, adaptive re-use of heritage assets, has major benefits to the community in terms of promoting the wise use of resources, retaining embodied energy and minimising waste.</i></p>	<ul style="list-style-type: none"> • The Heritage Asset Management Strategy acknowledges sustainability benefits of conserving and re-using heritage assets. • The Management Action Plan, included in the Heritage Asset Management Strategy (refer to the Heritage Asset Management Strategy Model for Victorian Government Agencies) identifies opportunities for conservation, re-use and improved sustainability of heritage assets. • Identified sustainability measures are implemented in accordance with the Management Action Plan.

Principle	Implementation measure(s)
<p>7. Monitor condition</p> <p><i>Government agencies monitoring and reporting on the physical condition of heritage assets in their heritage and conservation registers should take appropriate action to ensure heritage significance is not eroded.</i></p>	<ul style="list-style-type: none"> Monitoring of heritage assets is undertaken in accordance with timeframes set out by the Asset Maintenance Plan (refer to the Heritage Asset Management Strategy Model for Victorian Government Agencies). Results of condition monitoring are recorded in the agency-wide Asset Information Management System. Any identified urgent maintenance and/or repair works are actioned in accordance with the Heritage Asset Management Strategy. Results of condition monitoring are included in reporting and review processes at the end of the Heritage Asset Management Strategy's lifecycle.
<p>8. Integrated heritage management</p> <p><i>Heritage assets, and their significance, should always be considered by agencies as an integrated part of their asset management policies. Agencies should be guided by the Asset Management Accountability Framework, which sets out mandatory asset management requirements and general guidance for agencies responsible for managing assets.</i></p>	<ul style="list-style-type: none"> Accountable Officer(s) allocated responsibility for the management of all agency assets, including heritage assets. Reporting timeframes set out by the Heritage Asset Management Strategy align with those of the Asset Management Accountability Framework (refer to sections 1 and 2 of this document, and the Heritage Asset Management Strategy Model for Victorian Government Agencies). Heritage assets are recorded in an agency-wide Asset Information Management System.
<p>9. Appropriate uses of assets</p> <p><i>Heritage assets should, where feasible, continue to be maintained in their operational role. Where they are surplus to operational requirements, State agencies should aim to ensure that items are adaptively re-used for a purpose sympathetic to their heritage significance.</i></p>	<ul style="list-style-type: none"> Management Action Plan (refer to the Heritage Asset Management Strategy Model for Victorian Government Agencies) considers appropriate use of heritage assets. Any proposed re-use of any heritage assets is scoped and implemented in accordance with the Heritage Asset Management Strategy Model for Victorian Government Agencies, by appropriately qualified personnel (refer to section 3 of this document) and includes appropriate consultation processes. Relevant statutory approvals are obtained prior to any re-use works or activities commencing.
<p>10. Alterations to places</p> <p><i>Alterations should be planned and executed to minimise negative impacts on heritage significance (including curtilage and setting), and appropriate mitigating measures should be identified.</i></p>	<ul style="list-style-type: none"> Alterations to heritage assets are proposed in accordance with the Management Action Plan (refer to the Heritage Asset Management Strategy Model for Victorian Government Agencies), and scoped by appropriately qualified personnel (refer section 3 of this document). Proposed alterations align with standards of best practice and comply with relevant statutory frameworks (see section 1 of this document). Required statutory approvals are obtained prior to works commencing.
<p>11. Transfer of ownership</p> <p><i>The transfer of ownership or control of heritage assets that are surplus to the agency's requirements needs to be planned and executed so as to conserve the item's significance into the future.</i></p>	<ul style="list-style-type: none"> Any proposal to transfer ownership of heritage assets is undertaken in accordance with the Asset Transfer Plan (refer to the Heritage Asset Management Strategy Model for Victorian Government Agencies). Any transfer of ownership is recorded in the agency-wide Asset Information Management System. Any transfer of ownership complies with relevant statutory frameworks (see section 1 of this document).

Principle	Implementation measure(s)
<p>12. Management of redundant assets</p> <p><i>Management of redundant assets surplus to the agency's needs (but still in the ownership of the agency or under its control) should be planned and executed so as to conserve their heritage significance into the future.</i></p>	<ul style="list-style-type: none"> Redundant assets are managed in accordance with the Redundant Assets Plan (refer to the Heritage Asset Management Strategy Model for Victorian Government Agencies).
<p>13. Prudent financial and budgetary management</p> <p><i>Government agencies should implement the principles set out by this policy in an efficient and effective manner which achieves value for money and does not unreasonably burden the community into the future. For example, the deferring of conservation and maintenance actions to heritage assets will result in additional costs in the longer term.</i></p>	<ul style="list-style-type: none"> Commitment to implementing Principles as part of normal business, reflected in public-facing agency documents, such as corporate or strategic plans. Corporate-level role(s) are allocated to the ongoing management of all assets, including heritage assets (refer to section 1c of this document). Assets are managed and maintained in accordance with the Heritage Asset Management Strategy (refer to the Heritage Asset Management Strategy Model for Victorian Government Agencies).
<p>14. Staff expertise and compliance</p> <p><i>Government agencies need to ensure that staff are appropriately educated on the significance and role of their heritage estate, including the role and significance of multicultural heritage in Victoria. Specific expertise should be available to effectively and efficiently implement these principles.</i></p>	<ul style="list-style-type: none"> Corporate-level role(s) are allocated to the ongoing management of all assets, including heritage assets (refer to section 1c of this document). Appropriately qualified personnel are involved in the preparation of the Heritage Asset Management Strategy and its implementation (refer to section 3 of this document). New agency staff are inducted in heritage awareness, with the Principles and associated guidance, and the Heritage Asset Management Strategy, included in induction materials. Heritage-related training opportunities are identified and made available to staff.
<p>15. Monitor performance</p> <p><i>Government agencies should adopt processes to monitor and report on the relevance, effectiveness and efficiency of heritage assets and service delivery, and take prompt action to provide for optimal heritage conservation outcomes.</i></p>	<ul style="list-style-type: none"> Heritage Asset Management Strategy is periodically reviewed in accordance with the Heritage Asset Management Strategy Model for Victorian Government Agencies and section 5 of this document. Monitoring and review responsibilities are allocated to the Accountable Officer(s).
<p>16. Reporting</p> <p><i>Reporting is an effective tool that is to be used as a basis for achieving continuous improvement within an agency's Heritage Asset Management Strategy and in setting budgetary priorities.</i></p>	<ul style="list-style-type: none"> Results and findings of monitoring and reviews are reported on in accordance with the Heritage Asset Management Strategy Model for Victorian Government Agencies and section 5 of this document. Reporting responsibility is allocated to the Accountable Officer(s). Reported results and findings are used to inform future budgetary planning for the agency.
<p>17. Promotion</p> <p><i>Government agencies should take every opportunity to celebrate and promote their heritage assets with all Victorian communities, including multicultural communities.</i></p>	<ul style="list-style-type: none"> Identification and implementation of events/opportunities to promote and celebrate heritage assets, as set out by the Management Action Plan (refer to the Heritage Asset Management Strategy Model for Victorian Government Agencies).

Principle	Implementation measure(s)
<p>18. Consultation</p> <p><i>Government agencies should consult with the local, migrant and multicultural communities when making decisions that have a significant impact on heritage assets, and seek to integrate, where appropriate, any local government responsibilities. Applications should be made for any relevant permits.</i></p>	<ul style="list-style-type: none"> • A process for undertaking consultation with key stakeholders, communities and other Victorian Government agencies on heritage matters is included in the Management Action Plan (refer to the Heritage Asset Management Strategy Model for Victorian Government Agencies) and implemented. • Standards of best practice regarding consultation (refer to section 1b of this document) are complied with. • Relevant legislative frameworks are understood and complied with, and consultation with regulatory authorities takes place early in the development of a proposal (refer to section 4c of this document).

4b) Access guidance and support from Heritage Victoria

Heritage Victoria web resources for managers of government-owned assets

Heritage Victoria maintains a comprehensive [Government Asset Managers Program webpage](#) where a range of guidelines, publications and other information can be accessed to assist managers of government-owned heritage assets in implementing the *Victorian Government Cultural Heritage Asset Management Principles*.

The Heritage Victoria Policy Team can be [contacted](#) with any questions relating to the management of government-owned heritage assets.

Networking and information-sharing opportunities facilitated by Heritage Victoria

Heritage Victoria periodically coordinates events, information sessions and networking opportunities for managers of government-owned heritage assets, to encourage cross-agency collaboration and information sharing. Please refer to [Heritage Victoria's Government Asset Managers Program webpage](#) for more information.

Policy and technical guidance to support best-practice heritage and asset management

A detailed list of useful policies, technical guidance and resources prepared by the Victorian Government, Commonwealth Government and other peak bodies to support best-practice heritage management can be found in **Appendix 1**.

4c) Talk to relevant authorities early in any development proposal

It is essential that asset managers consult with relevant statutory authorities and regulators and obtain any required statutory approvals, such as permits and consents, prior to undertaking any works or activities to heritage assets protected by legislation. This includes any transferral of ownership processes.

The [Compliance Checklist for Victorian Government Agencies](#) provides a useful "before you start" reference for managers of heritage assets protected by the *Heritage Act 2017*.

Please refer to page 5 of this document for a summary of key legislation applicable to heritage assets in Victoria and their administering agencies.

Exemptions from statutory approvals

It is possible that exemptions from statutory approvals may apply for minor works that do not harm the cultural heritage significance of an asset.

For example, heritage assets included in the Victorian Heritage Register may have [specific exemptions](#) tied to their registration, or may use [s.92\(1\) General Permit Exemptions](#) to undertake eligible works, if all requirements and conditions can be met. Similar exemptions may apply within other legislative frameworks.

Consulting with the relevant authorities early in a development proposal may result in considerable time and cost savings for agencies, and will ensure compliance with statutory obligations. Heritage Victoria encourages early engagement in relation to potential changes to places and objects included in the Victorian Heritage Register through its [permit pre-application process](#).



5. Monitor performance

It is important for asset managers to periodically review systems and strategies for managing heritage assets, including the Heritage Asset Management Strategy, to ensure performance targets are being met.

To ensure its currency, an agency's Heritage Asset Management Strategy should be reviewed every three years, in accordance with the review periods stipulated by the [Asset Management Accountability Framework](#).

Each review cycle should consider the Heritage Asset Management Strategy's effectiveness in achieving:

- 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, and
- Comparison of actual performance against anticipated performance.

The results of periodic reviews of the Heritage Asset Management Strategy should be reported on by the agency, briefed to agency leaders and executive managers, and used to inform future budget bids and planning.

Appendix 1: Useful resources for managers of government-owned heritage assets

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, 2003

[Heritage Asset Management Strategy Model for Victorian Government Agencies](#), 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 Victorian 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