



NSW GOVERNMENT
Department of Planning

Heritage Council

of New South Wales

Heritage Incentives Program 2006-2008

Local Government Heritage Management Program Summary Heritage Strategy Report for 2007-08

Background

A requirement of the local government heritage advisor funding program is that each council must prepare, adopt and implement a heritage strategy for 2006-08. This strategy must be based on the Heritage Branch Department of Planning publication, *Eight Suggestions on How Local Councils can Promote Heritage Conservation*.

The Heritage Branch has reviewed its local government and heritage advisor reporting requirements, and 2007-8 is the second year that an annual report on the implementation of participating council's heritage strategy prepared by the heritage advisor and the council's heritage officer has been provided.

The 2006-08 heritage strategy outcomes and indicators included in the report template are based on a standardised heritage strategy document derived from the Heritage Branch's *Eight Suggestions on How Local Councils Can Promote Heritage Conservation* publication.

The Heritage Branch has collated report data from the 73 councils currently participating in the funding program. This number represents 71% of the 102 eligible rural and regional councils (Metropolitan councils in the Newcastle – Sydney – Wollongong area are currently ineligible).

Key findings of this Heritage Strategy report are:

- Many councils have prepared background heritage studies for their comprehensive LEPs but very few councils have completed Aboriginal heritage studies.
- There is a groundswell of councils about to prepare heritage policies and heritage DCPs to provide proactive guidance and controls for good heritage and development outcomes.
- The vital role of the heritage advisor in providing timely and effective pre DA advice for best practice heritage outcomes that also foster good community relations.
- The significant loss of council heritage planners threatens the capacity of councils to deliver on heritage outcomes.
- The majority of councils do not waive or reduce fees, but are adopting a flexible approach to planning and building requirements which is resulting in better heritage outcomes.
- Key achievements for the local heritage funds are the funding of 418 projects (an average of 7 projects per fund) with a multiplier effect for \$1 from the Heritage Branch engages \$8 from councils and owners for projects that increase positive support and community engagement beyond the dollar value. The Heritage Branch has contributed \$335,726 toward projects matched by councils that has generated a total of \$2,285,973 spend on heritage projects this year.
- 91% of councils are proactively promoting and providing up-to-date heritage information on their website and most councils hold an 3 heritage promotional events annually.
- 46% of councils are proactively managing and allocating funding for heritage assets within their ownership and control. Some are currently developing asset management plans for regular maintenance and budget allocation for council buildings and sites.

The information contained in this report also provides the following benefits:

- Contributes to the Department of Planning's strategic review of local government.
- Assists the Heritage Branch to target areas of greatest need in future funding strategies and other assistance.
- Forms the basis for a Ministerial announcement on the progress of the Heritage Branch's local government heritage management program.

Suggestion 1

Establish a heritage committee to deal with heritage matters in your area

Outcome 1 (Caring for our heritage)

Increased community participation, awareness and appreciation of heritage in the local area

Key Performance Indicators

Heritage committee established	Yes 68% / No 34%
Heritage committee constituted under section 355 of the Local Government Act	Yes 75% / No 25%
Heritage policy written and adopted by council	Yes 45% / No 46% Date completed 2001-2005 33%, 2006 + 55% Date reviewed and updated 2006 + 60%
Heritage committee advice/input to council decision making	Yes 88% / No 12% Average of 18 advice/input to council decision making
Local heritage consultants directory established	Yes 51% / No 49%
Local services and suppliers directory established	Yes 34% / No 66%

Evaluation: (social, environmental, economic)

1. What do the KPIs tell you about this outcome?

68% of Councils have established heritage committees, with 88% of these regularly contributing to council decision making. Committees are considered a valuable, positive and important overall means of community input into local government heritage management and decision making on a range of heritage management concerns including: heritage studies; heritage strategies; and heritage DAs.

2. What were the key results or achievements for this year?

Key achievements include; positive commitment by Councils and staff by adopting appropriate heritage processes and heritage strategy framework and involving the local community in local heritage issues. Committees working well and supported by councils and staff with input into local government heritage management; advice on DAs and heritage studies.

3. Were there any challenges or disappointments that had a major effect on your results? Briefly describe and show what action has been taken to address this.

Key challenges include; some smaller councils struggle with resourcing to establish a committee and rely on informal input from historical societies etc; the need for better communication between committee and council decision making processes; heritage advice not always taken by elected Councillors and planning staff; need for greater support for heritage; and lack of access to local heritage consultant and trade skills.

4. What will you do next year?

Many councils are also considering setting up a heritage committee. Only 45% of councils have a heritage policy, many have made this a priority for next year, along with the implementation of the newly adopted 3 year heritage strategy for 2008-11 and establishment of a heritage trade directory.

Suggestion 2

Identify the heritage items in your area and list them in your local environmental plan.

Outcome 2 (Knowing and valuing our heritage)

Increased knowledge and proactive management of heritage in your local area

Key Performance Indicators

Community-based heritage study completed	Yes 78% / No 22% Date completed 2001-2005 22%, 2006+ 44% Date reviewed and updated 2006+ 29% Average of 146 of heritage items recommended for inclusion in LEP heritage schedule
Aboriginal heritage study completed	Yes 16% / No 84% Date completed 2001-2005 25%, 2006+ 33% Date reviewed and updated 2006+ 8%
Number of heritage items included in existing LEP heritage schedule	Average of 137 heritage items included in LEP heritage schedule Date completed 2001-2005 15%, 2006+ 11% Date reviewed and updated 2006+30%
Council has gazetted a principal LEP with model heritage provisions in accordance with Standard Instrument (LEPs) Order	Yes 40% / No 60% Date gazetted 2001-2005 26%, 2006+ 23%
Statement of significance for all heritage items in existing LEP	Yes 49% / No 51% Date completed 2006+32% Date reviewed and updated 2006+ 27%

Evaluation: (social, environmental, economic)

1. What do the KPIs tell you about this outcome?

The majority of councils have completed community based heritage studies to identify heritage items and are undertaking community consultation and preparing their comprehensive LEP. The majority of councils are yet to prepare a DCPS or Aboriginal heritage studies; and are working towards comprehensive LEPs requirements and gazettal timeframes of 2009 and 2011 as set out by the Department of Planning.

2. What were the key results or achievements for this year?

Key achievements include the complete of studies, heritage inventories, public exhibition and consultation process and the incorporation of heritage schedules into Council comprehensive LEPs.

3. Were there any challenges or disappointments that had a major effect on your results? Briefly describe and show what action has been taken to address this.

Key challenges and disappointments include: high work loads and requirements for studies and inventories and skilling up community members to assist; securing adequate funding to prepare studies; working with owners to ensure the heritage listing does not impact negatively on their property ownership rights and perceptions of these; reluctance of some heritage owners to agree to heritage listing.

4. What will you do next year?

Next year councils will be working towards inclusion of heritage in their comprehensive LEPs to meet gazettal timeframes; review, consolidate and upgrade heritage listing information. Quite a few councils intend to commence heritage study reviews, prepare Aboriginal heritage studies and some will commence the preparation of Development Control Plans.

Suggestion 3

Appoint a heritage and urban design advisor to assist the council, the community and owners of listed heritage items.

Outcome 3 (Caring for our heritage)

Increased community participation and proactive heritage and urban design management in your local area

Key Performance Indicators

Site visits	Average of 19 site visits undertaken
Heritage/urban design advice given	Average of 46 of heritage/urban design advice given
Pre DA advice given on heritage/urban design issues	Average of 18 pre DA advice given on heritage/urban design issues
Advice to Council DAs provided on heritage/urban design projects	Average of 18 advice to Council DAs provided on heritage/urban design projects

Evaluation: (social, environmental, economic)

1. What do the KPIs tell you about this outcome?

Positive and proactive management of heritage and urban design is being achieved through the availability and provision of free and timely advice. Site visits and pre DA advice on heritage and urban design issues to owners and Council officers has been very successful, its well utilised and valued by the community and results in better heritage/development outcomes and high level of customer service to land owners.

2. What were the key results or achievements for this year?

Key achievements include; provision and requests for advice from Council and community; working with heritage property owners prior to submission of DAs has enabled better outcomes; increased consultation between Council's development assessment staff on DA and pre DA matters has resulted in better heritage and development outcomes and an increased understanding of planning staff and decision makers.

3. Were there any challenges or disappointments that had a major effect on your results? Briefly describe and show what action has been taken to address this.

Most councils responded positively however some key challenges and disappointments include; loss of council heritage planners; poor perception/ understanding of heritage in the community and constraints imposed; considering heritage as an afterthought; challenging complexity of application assessment; and high workload that needs additional funding support.

4. What will you do next year?

Continue to provide free advice for good heritage and urban design outcomes at pre DA stages and DA assessment; Continue to encourage Councillors and staff to seek input/referrals to heritage advisor on heritage/urban design DAs. Continue to promote the heritage service, availability of local heritage funds and successful projects

Suggestion 4

Manage local heritage in a positive manner

Outcome 4 (Caring for our heritage)

Proactive heritage and urban design management in your local area

Key Performance Indicators

Heritage DCP	Yes 45% / No 55% Date completed 2001-2005 9%, 2006+ 33% Date reviewed and updated 2006+ 21%
Urban design DCP	Yes 25% / No 75% Date completed 2001-2005 37%, 2006+37% Date reviewed and updated 2006+ 16%
Waive or reduce DA fees	Yes 33% / No 67%
Adopt a flexible approach to planning and building requirements	Yes 90% / No 10%

Evaluation: (social, environmental, economic)

1. What do the KPIs tell you about this outcome?

Proactive strategic management of heritage in local government has yet to be achieved in most councils. Some councils are considering the preparation of a heritage DCP and urban design DCP to assist with strategic heritage management. The majority of councils do not waive or reduce fees, but are adopting a flexible approach to planning and building requirements which is resulting in better heritage outcomes.

2. What were the key results or achievements for this year?

Key achievements include the recognition of the need for proactive strategic management documents and plans. While most councils take a flexible approach there is a greater need for greater community involvement to lead to positive heritage and urban design outcomes.

3. Were there any challenges or disappointments that had a major effect on your results? Briefly describe and show what action has been taken to address this.

Most councils did not report any key disappointments and challenges, managing DAs in conservation areas and need to gear up for preparation of heritage and urban design DCPs.

4. What will you do next year?

Next year continue to expand the urban design input into the heritage advisory service; finalise comprehensive LEPs and prepare heritage and urban DCPs; apply for funding to assist with studies; and promote and advertise heritage services provided.

Suggestion 5

Introduce a local heritage incentives fund to provide small grants to encourage local heritage projects

Outcome 5 (Caring for our heritage)

Increased community participation and proactive conservation and management of heritage in your local area

Key Performance Indicators

Local heritage fund operational	Yes 80% / No 20%
Heritage projects funded with this year's funding	Average of 7 of heritage projects funded this financial year
Total project value	Total \$2,915,393 project value
Total local heritage fund contribution	Total \$671,453 contributed by local heritage fund (comprising \$335,726 from councils matched by Heritage Branch funding)
Total owner contribution to project	Total \$2,285,973 contributed by local heritage owner to heritage project
Heritage projects that contribute to local tourism	Total of 141* heritage projects that contribute to local tourism
Projects created paid employment	Total of 254* jobs created
Projects created volunteer opportunities	Total of 3278* volunteer hours contributed

Evaluation: (social, environmental, economic) * data provided this year for these KPIs is not a reliable indication of performance.

1. What do the KPIs tell you about this outcome?

For a small financial contribution by council, local heritage funds are very successful and major incentive in providing financial support for heritage projects for individuals and community group to encourage best practice conservation outcomes and a source of funding to communities that would otherwise not have access to funding.

2. What were the key results or achievements for this year?

Key achievements include; funding of 418 projects (an average of 7 projects per fund) with a multiplier effect for \$1 from the Heritage Branch engages \$8 from councils and owners for projects that increase positive support and community engagement beyond the dollar value. Some councils are targeting funding to specific areas including tourism, interpretation or museum related heritage projects.

3. Were there any challenges or disappointments that had a major effect on your results? Briefly describe and show what action has been taken to address this.

Generally positive responses to the local heritage fund overall. Disappointments and challenges include non-completion of projects and the need to complete projects within the 12 month time frame; difficulties in finding heritage trades, depressed rural economies and the affects on heritage owners. Problems locating suitable heritage trades in regional area and ability to undertake work within given timeframes.

4. What will you do next year?

Continue to encourage, promote/ advertise widely and early so the full 12 months are available for owners to undertake projects. Encourage newly listed LEP heritage item owners to apply for funding. Target funding to particular areas eg tourism and interpretation. Many councils will continue to manage the local funds program in the same manner as previous years.

Suggestion 6

Run a heritage main street program

Outcome 6 (Caring for our heritage)
Council, owners and the community actively participate in active, attractive and well managed heritage main streets

Key Performance Indicators

Heritage main street study completed	Yes 74% / No 26% Date completed 1991-1995 25%, 1996-2000 23%, 2001-2005 9%, 2006+ 7% Date reviewed and updated 2006+ 9%
Heritage main street study recommendations implemented	Yes 60% / No 40% Date completed 2001-5 6%, 2006+ 3%
Heritage main street program expanded to other main streets in LGA	Yes 34% / No 66%
Heritage main street committee operational	Yes 20% / No 80%

Evaluation: (social, environmental, economic)

1. What do the KPIs tell you about this outcome?

The vast majority of Council's in the 1990s undertook Main Street studies and most have implemented some of the recommendations with significant benefits for local communities and heritage values of main streets. While the initial momentum has slowed, the benefits of main street programs for communities and heritage continues into the 2000s.

2. What were the key results or achievements for this year?

Key achievements included: conservation works to a number of heritage buildings including verandahs, colour schemes and retention of shopfronts; commencement of new main street programs.

3. Were there any challenges or disappointments that had a major effect on your results? Briefly describe and show what action has been taken to address this.

Key challenges and disappointments include: time and budget constraints, creating greater public awareness and persuading property owners to participate and selling the social and economic benefits of the program; appropriate corporate signage; quick make-over projects; appropriate infill development.

4. What will you do next year?

Next year, of those Council's participating in the program, many Council's will update their main street programs; continue to encourage and support heritage owners and business in the implementation of main street programs; extend the program to other main streets; and use this information to inform DCPs, Council improvement projects; and other Council assessment processes.

Suggestion 7

Present educational and promotional programs

Outcome 7 (Valuing our heritage)

Increased awareness and appreciation of heritage by the council, owners and the community in your local area

Key Performance Indicators

Heritage information available for LGA (e.g. brochures, website, guidelines etc)	Yes 91% / No 9% Date completed 2001-2005 16%, 2006+38% Date reviewed and updated 2006+ 56%
Heritage promotional events held (e.g. National Trust Heritage Festival, local heritage festivals, heritage awards scheme, main street festivals etc)	Average of 3 heritage events held in last financial year
Heritage tourism strategy completed	Yes 30% / No 70% Date completed 2001-2005 50%, 2006+ 23% Date reviewed and updated 2006+ 4%
Heritage trail completed	Yes 74% / No 26% Date completed 2001-2005 27%, 2006+ 27% Date reviewed and updated 2006+ 7%
Heritage training for staff	Yes 47% / No 53% Total of 70 staff attended training
Heritage training for Councillors	Yes 30% / No 70% Total of 61 Councillors attended training
Heritage training/workshops for heritage owners	Yes 14% / No 86% Total of 78 owners attended training
Heritage training /workshops for local professionals	Yes 12% / No 78% Total of 68 local professionals attended training

Evaluation: (social, environmental, economic)

1. What do the KPIs tell you about this outcome?

91% of councils are proactively promoting and providing up-to-date heritage information on their website and most councils hold an 3 heritage promotional events annually. However, only 30% of councils have included heritage in local tourism activities and this is an emerging area of interest; while the majority of councils over the last 10 years have provided a heritage trail. 50% of councils provide training for council staff and Councillors, however training for local heritage owners and professionals is not widely provided.

2. What were the key results or achievements for this year?

Key achievements included: promoting heritage through council and other events, provision of heritage information for heritage owners; integrating heritage into council tourism promotions

3. Were there any challenges or disappointments that had a major effect on your results? Briefly describe and show what action has been taken to address this.

Key challenges and disappointments include finding the time and resources in council to support the education, training and promotion of heritage.

4. What will you do next year?

Next year work councils will continue to develop and promote heritage and heritage tourism. Some councils will instigate training sessions for staff, councils, heritage owners and professionals.

Suggestion 8

Set a good example to the community by properly managing places owned or operated by the council

Outcome 8 (Caring for our heritage)

Council proactively conserves and manages its heritage assets

Key Performance Indicators

Council has an asset management plans with action plans for heritage assets	Yes 46% / No 54%
CMPs/CMS prepared for all state significant heritage assets	Total of 21 CMPs/CMS prepared for state significant items this financial year
Annual works budget secured for heritage asset maintenance and repairs	Yes 66% / No 34%

Evaluation: (social, environmental, economic)

1. What do the KPIs tell you about this outcome?

Almost half of councils are proactively managing and allocating funding for heritage assets within their ownership and control with 54% of councils yet to do so though some are currently developing asset management plans for regular maintenance and budget allocation for council buildings and sites.

2. What were the key results or achievements for this year?

Key achievements include preparation of 21 Conservation Management Plans or Conservation management strategies prepared by councils for council owned state significant heritage items; undertaking of restoration and conservation projects; and securing of funding for heritage assets.

3. Were there any challenges or disappointments that had a major effect on your results? Briefly describe and show what action has been taken to address this.

Key disappointments include council budgetary constraints and actions taken against heritage advice recommendations and inadequate funding. Key challenges include the preparation of CMPs for all heritage assets.

4. What will you do next year?

Next year Council's will: work with Council's asset managers to establish or review, and then implement a heritage asset management strategy for council owned heritage assets; conservation management plans, asset management plans and maintenance plans; secure annual budget allocations; provide advice, prioritise works and prepare scope of works and undertake conservation works to heritage assets.
