

Working Heritage

Strategic Plan 2022-2025

We acknowledge First Nations peoples throughout Victoria and pay our respects to their Elders past, present and future. The history embodied in the buildings in our care represents a legacy of colonialism and we acknowledge that sovereignty has never been ceded. Our organisation acknowledges the richness of First Nations peoples' cultures in Victoria and their continued connection to Country.

TABLE OF CONTENTS

Foreword3
Our Journey.....4
Our Strategy On A Page.....5
Our Strategy In Detail.....6
The Impact We Seek To Create7
Our Strategic Priorities10

FOREWORD

On behalf of the Working Heritage Committee of Management, I am pleased to present our Strategic Plan for 2022-2025. This Plan will reinforce our purpose and set a direction to achieve our vision for Working Heritage to grow sustainably and support our properties, tenants, and their communities to thrive.

We have amassed considerable expertise from twenty-four years of successful operation. The Working Heritage Incorporated Committee of Management (Working Heritage) conserves and manages heritage properties on public land on behalf of the State of Victoria. Since its inception in 1998, Working Heritage (known as The Mint Inc from 1998 to 2015) has been appointed to manage sixteen sites across Victoria, undertaking expert conservation and adaptation works so the community can benefit from these revitalised historic buildings and sites.

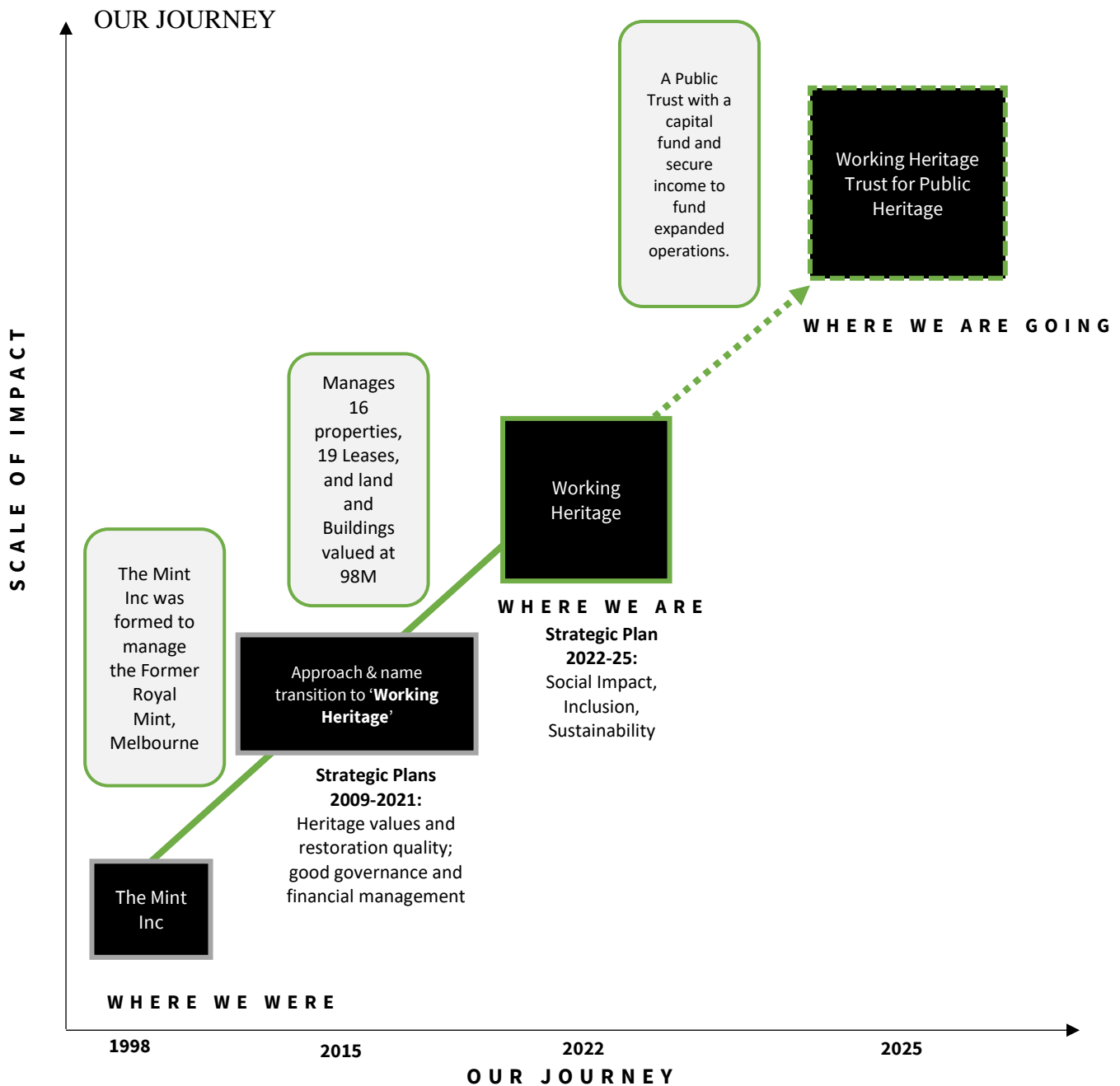
The Honourable Lily D'Ambrosio, Minister for Environment and Climate Action, appointed the current Committee of Management in January 2022. Working Heritage has developed this Strategic Plan to guide our activity over the term of the Committee's appointment.

Through this Plan Working Heritage will take on the roles of heritage innovator, landlord of choice and capacity builder. The change we seek to create includes thriving local communities, inclusive heritage, greater sustainability, and impact led reactivation.

Over the next four years our strategic priorities will focus on place-based impact, empowering our team, innovation for resilience and adaptability, collaborative partnerships, and recognition of what we do.

The 2022-25 Strategic Plan recognises our strengths and will resource and empower Working Heritage to deliver economic, environmental and social benefits to our tenants and the communities we serve. In doing so, it will further support our aspiration to become a Trust for Public Heritage.

Kerry Anderson
Chair, Committee of Management



Where we are going

Cultural heritage represents the past and the anticipated future. With Victoria’s population set to grow to 11.2 million by 2056, the role of heritage in place-based community impact will become even more important. Through this strategy, we will cement our position as heritage reactivation experts and share learning around scalable reactivation models. We will position ourselves to become a Trust for Public Heritage. Achieving this status would enable us to extend our expertise in the conservation, reactivation, and sustainable management of heritage properties to more Victorian sites and communities.

OUR STRATEGY ON A PAGE

Working Heritage Strategic Plan 2023-2025

OUR VISION

Thriving, inclusive communities that are economically resilient and environmentally sustainable.

OUR PURPOSE

Working Heritage conserves and reactivates important historical places to drive economic development, social impact and environmental sustainability.

OUR ROLES



Heritage Innovator



Landlord of choice



Capacity builder

THE CHANGE WE SEEK

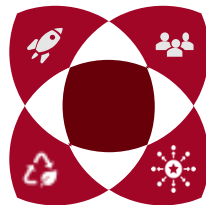
Heritage places are sources of inspiration and learning from the past, with the ability to shape future community development as assets for social, economic and environmental benefit. We reactivate heritage places for place-based impact through...

Thriving local economies

Our broad social and business spectrum of tenants work with us in mutual partnership and are financially sustainable.

Greater sustainability

Our sites are environmentally sustainable – we manage the portfolio by integrating with and caring for Country.



Inclusive heritage

Our sites provide welcoming places for diverse community groups to interact. We honour past stories linked with our sites and enable new ones to emerge.

Impact-led reactivation

We reactivate historic places for use in ways that deliver social, economic and environmental benefits to tenants and their communities.

OUR PRIORITIES



ENABLERS

Financial health

Asset management

Government relations

Awareness and influence

OUR STRATEGY IN DETAIL

OUR VISION

Thriving, inclusive communities that are economically resilient and environmentally sustainable.

OUR PURPOSE

Working Heritage conserves and reactivates important historical places to drive economic development, social impact and environmental sustainability.

OUR ROLES

Over the coming years, we will play three key roles in the preservation and reactivation of Victorian public heritage to achieve our outcomes.

Heritage Innovator

We are experts in conserving and adapting heritage places for contemporary, dynamic use. We lead the way in developing commercial models of heritage property management that can be shared and scaled.

Landlord of choice

We are efficient, well-governed and financially sustainable property managers. We establish strong relationships with our tenants, acting as their partners in economic and social impact.

Capacity builder

We collaborate through partnerships and connect across sectors to unearth opportunities for our communities and tenants. We support initiatives that build the capacity of businesses at critical stages in their lifecycles, supporting them to achieve sustainable growth.

THE IMPACT WE SEEK TO CREATE

Heritage places are sources of inspiration and learning from the past, with the ability to shape future community development as assets for social, economic and environmental benefit. We aspire to reactivate heritage places through four impact lenses.

1. Thriving local economies



We enable resilient, thriving local economies that contribute to community connection and wellbeing. Through consultation with tenants to understand their needs, we will continue to support them as a key partner through vital stages of their business lifecycles, providing fit-for-purpose physical spaces and connecting them to networking opportunities that stimulate innovation and growth.

We will know we are achieving success when we have:

- Secured an optimal tenant mix that promotes synergy across sites in our portfolio.
- Implemented communications that effectively showcase businesses across our portfolio to each other and the wider community.
- Positioned Working Heritage to transition to a Public Trust for Heritage by demonstrating our ability to reactivate places in ways that are sustainable and scalable.
- Maintained long-term tenancies that meet evolving community needs whilst being financially self-sufficient.

2. Inclusive heritage



We honour the rich and diverse histories of our sites and support their evolution as inclusive places that form part of the contemporary community fabric. We will continue to ensure our sites provide welcoming and accessible locations for all community groups to connect and interact. Guided by community consultation, we will develop our heritage sites to provide spaces for stories and culture to be preserved, shaped and shared now and in the future.

We will know we are achieving success when we have:

- Assessed accessibility needs and identified the necessary improvements across our properties.
- Achieved a diverse mix of tenants across our sites that reflects the cultural diversity of Victoria.
- Developed a diversity and inclusion plan that supports cultural diversity within our organisation, including First Nations representation.
- Undertaken community consultation to inform our development masterplans at key sites.
- Completed phase 1 of our Reconciliation Action Plan.

3. Greater sustainability

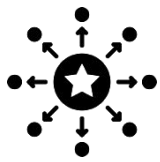


We are committed to developing a portfolio that is environmentally sustainable and that upholds connection to Country as a key principle. The rapid impacts of climate change will negatively impact our heritage sites. We recognise the inherent wisdom of Traditional owners, in response to climate change and sustainability issues, along with contemporary advancements in climate resilience technology and science. This means we will work with Traditional Owners groups to embed principles of Caring for Country into our land management practices and incorporate climate resilience considerations into our reactivation plans.

We will know we are achieving success when we have:

- Built relationships with Traditional Owners groups and Land Councils to inform site management practices.
- Developed plans to implement climate resilience and adaptability into reactivation projects.

4. Impact-led reactivation



We recognise the role of place as the glue that connects communities. For this strategy, this means investing in our portfolio through capital works and development that balances conservation with maximising the economic, social and environmental impact of places. This means implementing a consistent approach to site interpretation that is informed by consultation with key stakeholders.

We will know we are achieving success when we have:

- Implemented an interpretation strategy consistently across all sites.
- Implemented a relationship development plan that promotes collaboration with community groups, businesses and government around the concept of place for specific communities.
- Successfully completed plans to activate Jacks Magazine and Old Kyneton Primary School.
- Successfully trialled the Artist in Residence program at Warracknabeal and assessed opportunities to scale to other sites.

OUR STRATEGIC PRIORITIES

This section outlines our strategic priorities for 2022-2025. These priorities summarise the areas Working Heritage will invest in through key projects and initiatives to achieve the outcomes we seek to create. The icons against each priority area link back to the outcomes that they support.

PRIORITY ONE: PLACE-BASED IMPACT

As temporary custodians of heritage places, we are committed to ensuring our asset and land management approaches deliver economic, social and environmental benefits at the regional and community levels.

Outcome areas:



Examples of initiatives in this priority area include:

- ◆ Completing reactivation of Jack's Magazine, the Former Royal Mint and Old Kyneton Primary School.
- ◆ Developing plans to implement climate adaptability into reactivation projects.
- ◆ Implementing an interpretation strategy consistently across all sites, including scoping of immersive storytelling technology.
- ◆ Completing phase 1 of the Reconciliation Action Plan.
- ◆ Creating opportunities for collaboration with community groups, businesses and government around the concept of place for specific communities.

PRIORITY TWO: EMPOWERED AND THRIVING TEAM

Enabling our staff team and Committee of Management to do their best work is key to achieving the aspirations of this strategic plan. This means offering compelling professional development pathways for our people to grow individually and for our collective purpose. We will develop a culture of empowerment that equips Working Heritage with the strategic, governance and operational capabilities to deliver on our outcomes.

Outcome areas:



Examples of initiatives in this priority area include:

- ◆ Designing an employee development plan that responds to individual training and professional development needs.
- ◆ Implementing a diversity and inclusion plan that supports cultural diversity within our organisation, including First Nations representation.
- ◆ Developing the governance skills of our Committee of Management and aligning our governance processes with best practice.

PRIORITY THREE: INNOVATION FOR RESILIENCE AND ADAPTABILITY

We are creative and resourceful thinkers who create impact-led outcomes for all by continuously exploring connections between our assets, relationships, and tenant network. We develop and use innovative practices to enhance the adaptability and resilience of our heritage spaces. Our network comes together as a collective to share learnings for greater sustainability.

Outcome areas:

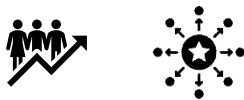


Examples of initiatives in this priority area include:

- ◆ Building tenant bases with a sustainable mix of commercial and not-for-profit sector organisations.
- ◆ Creating a tenant advocacy network to share learning and insight that informs relevant, contemporary and commercially viable use of spaces.
- ◆ Exploring opportunities for use of Working Heritage sites as affordable housing
- ◆ Exploring opportunities to install Artist in Residence programs at suitable properties.

PRIORITY FOUR: RECOGNITION AND PARTNERSHIPS

Our leadership in heritage innovation is recognised widely by our current and prospective partners. This includes our existing government, tenant and community partners. Our demonstrated impact in this sector attracts a wider range of prospective partners across sectors and geographies.



Examples of initiatives in this priority area include:

- ◆ Implementing strategic marketing and communications campaigns that profile our tenants to each other and the wider community.
- ◆ Consolidating relationships with government stakeholders that support our journey towards becoming a Trust for Public Heritage.
- ◆ Building relationships in the Macedon Ranges (Old Kyneton Primary School) and Maribyrnong (Jacks Magazine) to expand the pool of potential tenancies.
- ◆ Strengthening relationships with Traditional Owners groups and Land Councils to inform site management practices.