

Strategic Plan 2016 – 2018

Our Strategic Priorities

Vision:

Working Heritage will be a nationally acknowledged expert manager of historic places and will be financially, socially and environmentally sustainable.

The Working Heritage portfolio will showcase a collection of historic places, fostering diverse activities, used and valued by the Victorian community.

The unique character of these places will be protected and enhanced by any change or development. Their cultural significance will be conserved and their history celebrated.

Purpose:

Working Heritage undertakes the repurposing of public assets that have outlived their original function. We ensure their ongoing cultural significance and provision of community benefit through their continued use. We do this by:

- *Conserving significant fabric*
- *Engaging with a wide range of users and uses*
- *Considering the social and environmental impact of re-use*
- *Utilising asset development and management practices that build future value*
- *Maintaining our self-funding status*

Strategic Directions:

Working Heritage will realise its vision in the following ways:

1. Properties: a managed portfolio

Manage the portfolio to optimise financial, social and environmental outcomes.

2. Organisation: resourced for growth

Define, improve and structure management resources to facilitate expansion and achieve measured outcomes.

3. Relationships: advocacy and influence

Establish and build critical collaborative relationships and advocacy tools.

Strategic Direction 1: Property - a managed portfolio

Manage the portfolio to optimise financial, social and environmental outcomes.

Strategic Objective	Action	Key Performance Indicators
1a Budget targets are met	<ul style="list-style-type: none"> ○ Deliver Annual Budget approved by Committee for 2016-17. ○ Prepare Annual Budget for 2017-18 to achieve Strategic objectives. 	<p><i>Revenue target: \$2,347,000</i> <i>Allowable Variance: -5%; no upper limit</i> <i>Expenditure: \$1,795,000</i> <i>Allowable Variance: +/-20%</i> <i>Note: targets are subject to mid-year review</i></p>
1b Completion of annually scheduled property improvement projects	<p>Financial Year 2016-17</p> <ul style="list-style-type: none"> ○ Carlton Courthouse: access & functionality upgrade project. ○ Farm Vigano: <ul style="list-style-type: none"> > PVCH Carpark improvements > BCA Change of Use works > Restaurant Roof modification ○ Geelong Telegraph Station - Stonework Stage 2. ○ Jack's Magazine - Activation Works. ○ Mint Walls - Structural Remediation and Carpark Improvements. ○ South Melbourne Temperance Hall - Landlord's works. 	<p><i>2016-17 Works complete and certified.</i> <i>2017-18 Works proposed and approved by the Committee of Management. Projects aligned with Asset Management Strategy.</i> <i>Document sustainability and climate change adaptation/ mitigation measures included on relevant project upgrades.</i></p>
1c Site Management Plans	<p>Develop Action (implementation) Plans for the following sites:</p> <ul style="list-style-type: none"> ○ Jack's Magazine ○ Farm Vigano ○ Carome ○ The Mint 	<p><i>Prioritised list of actions with cost estimates for each Site Management Plan.</i> <i>Priority projects integrated into five- year project planning and delivery strategy.</i></p>

Strategic Direction 2: Organisation resourced for growth

Define, improve and structure management resources to meet the demands of expansion and achieve measured outcomes.

Strategic Objective	Action	Key Performance Indicators
2a Apply the Business Model	<ul style="list-style-type: none"> ○ Ensure Working Heritage staff have clearly defined position descriptions and performance plans aligned with Business Model. ○ Identify key skills of Working Heritage Committee. ○ Establish live user database to enable Working Heritage to build and manage a network of potential property users (future lessees and licensees). ○ Complete Working Heritage policy and procedures to allow for expansion 	<p><i>Complete Position Descriptions, Duty Statements and Performance Plans for all staff.</i></p> <p><i>Complete a Committee Skills Matrix.</i></p> <p><i>Complete population of the database and embed its use and consultation in Working Heritage office procedures.</i></p> <p><i>Asset Management Plan.</i></p> <p><i>Environmental Sustainability and Climate Change Policy.</i></p> <p><i>Risk Management Reporting.</i></p>
2b Develop an Environmental Sustainability and Climate Change Policy	<ul style="list-style-type: none"> ○ Implement Working Heritage Environmental Sustainability and Climate Change Policy. 	<p><i>Establish baseline and benchmark for monitoring of Working Heritage energy and water usage.</i></p>
2c Preparation and anticipation of VEAC recommendation being approved by Minister	<ul style="list-style-type: none"> ○ Review and define possible funding models. ○ Identify resourcing needs to facilitate expansion of operations. 	<p><i>Investigate potential budget and operational impact of Working Heritage becoming eligible for receipt of charitable donations, ability to sell property / own property in freehold.</i></p> <p><i>Complete study of potential operational change by March 2017.</i></p> <p><i>Prepare skills gap identification and resourcing plan by March 2017.</i></p>

Strategic Direction 3: Relationships - advice, advocacy and influence

Establish and build critical relationships and advocacy tools.

Strategic Objective	Action	Key Performance Indicators
3a Inform and advocate for the Working Heritage portfolio	<ul style="list-style-type: none"> ○ Political decision makers and influencers (DELWP). ○ Government agencies - Regional Development Vic, Regional Arts Vic. ○ Private sector - potential partners and user groups. 	<p><i>Executive officer reports on key relationships and business development activity at each Committee meeting</i></p> <p><i>Communications strategy implemented:</i></p> <ul style="list-style-type: none"> • Targeted purposeful contact with DELWP. • Marketing: active business development by EO tracked in User Database. • Media: traditional and social media presence. • Advocacy: conferences and seminars.
3b Inform and advocate for Working Heritage properties	<ul style="list-style-type: none"> ○ Local government ○ Regional government agencies ○ Indigenous groups ○ User groups ○ Tenants 	
3c Research	<ul style="list-style-type: none"> ○ Develop an understanding of the challenges of the next decade: <ul style="list-style-type: none"> > Demographics > Environment, > Technological change/disruption 	<p><i>Prepare a research plan and allocate tasks across Working Heritage staff.</i></p> <p><i>Report on activity to Committee.</i></p>