



QUEENSLAND HERITAGE IMPLEMENTATION STRATEGY

*Delivering the recommendations of the
Queensland Heritage Advisory Panel*

OCTOBER 2022

For further information regarding Queensland's heritage, please visit the Department of Environment and Science at www.des.qld.gov.au.

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East Water Tower, Bundaberg



CONTENTS

- INTRODUCTION..... 5
 - 1.1 Queensland Heritage Advisory Panel (QHAP)..... 5
 - 1.2 Strategic alignment 6
 - 1.3 Purpose of the Implementation Strategy 7
- KEY CONSIDERATIONS..... 9
 - 2.1 Scheduling interrelated actions 9
 - 2.2 Priorisation of actions 9
 - 2.3 Stakeholders and partners 10
 - 2.4 Reviewing progress..... 11
 - 2.5 Evaluating outcomes 11
 - 2.6 Indicative timeframes..... 12

- Table 1: Recommendations and implementation actions and partners
QHAP Theme 1 14
- Table 2: Recommendations and implementation actions and partners
QHAP Theme 2..... 20
- Table 3: Recommendations and implementation actions and partners
QHAP Theme 3..... 25

1.0

INTRODUCTION

1.1 Queensland Heritage Advisory Panel (QHAP)

The *Queensland Heritage Implementation Strategy* (Implementation Strategy) builds on the work of the Queensland Heritage Advisory Panel (QHAP). The QHAP was established in April 2021 as a committee of the Queensland Heritage Council at the request of the Honourable Meaghan Scanlon MP, Minister for the Environment and the Great Barrier Reef and Minister for Science and Youth Affairs (the Minister). QHAP was tasked with investigating options to better protect Queensland's heritage places.

As the *Queensland Heritage Act 1992* (Heritage Act) has passed its 30th anniversary (on 21 August 1992 most provisions of the Heritage Act commenced by proclamation), and with lessons learnt from the circumstances surrounding several recent high-profile heritage places, an evaluation of Queensland's heritage protection system was timely and necessary.

Through the QHAP process, an analysis of Queensland's heritage protection system was undertaken. This identified key issues, compared interstate legislation and practice, and identified pathways to deliver improvements.

In October 2021, QHAP provided its findings to the Minister in the Queensland Heritage Advisory Panel final report (September 2021), which included 22 recommendations arranged around three themes:

1. Legislative reform and strengthening Queensland's heritage framework.
2. Support for heritage stakeholders.
3. Better communication, understanding and engagement about Queensland's heritage places.

The Queensland Heritage Council and QHAP considered the implementation of all 22 report recommendations to be crucial to improving Queensland's heritage protection system.



St George's Anglican Church, Beenleigh

1.2 Strategic alignment

The purpose of the Heritage Act is the conservation of Queensland's cultural heritage for the benefit of the community and future generations. The Act's objectives that align most clearly with the delivery of the QHAP recommendations being:

- keeping the Queensland Heritage Register for places of State cultural heritage significance
- providing for the identification and management of places of local cultural heritage significance by local governments
- providing for appropriate enforcement powers to help protect Queensland's cultural heritage.

The QHAP recommendations correspond with certain priority actions set out in the *Queensland Heritage Strategy: protecting, investing in and connecting Queensland's story* (2015) (Heritage Strategy):

- Direction 1—Leadership: strengthen and streamline heritage protection:
 - Facilitate development of a heritage advisory service to assist local governments to manage changing responsibilities in relation to local heritage places under the Heritage Act whilst working towards the best of Queensland's heritage places throughout the state being represented in the state and local registers.
- Direction 2—Investing in Queensland's heritage: a collaborative effort:
 - Continue to advocate for and promote cultural heritage investment, focusing on corporate and community partnerships and interagency collaboration, including business and interpretation planning.
 - Work with HCOANZ (Heritage Chairs and Officials of Australia and New Zealand) and NTA(Q) [National Trust of Australia (Queensland)] to support and promote the adaptive reuse of heritage buildings and structures, recognising their embodied energy and opportunities to promote green star ratings of heritage buildings.
 - Continue to advocate at the national level for Commonwealth investment in Queensland's cultural heritage.

- Direction 3—Our state—Our heritage: connecting Queenslanders with their heritage:
 - Develop a communication and marketing strategy that promotes understanding of Queensland's Heritage Register and cultural heritage management in the state.
 - Promote and advocate heritage conservation and interpretation through the Queensland Heritage Council and National Trust of Australia—as well as Queensland events such as the Open House Events, Heritage Festival, Queensland Heritage Awards and the Premier's Sustainability Awards.

The QHAP recommendations align with two key objectives of the Department of Environment and Science (DES) Strategic Plan 2022–26, which are:

- Conserve and restore Queensland's unique biodiversity, heritage and protected areas.
- Deliver a world class environmental, heritage and biodiscovery regulatory system.



Harris House, Toowoomba

1.3 Purpose of the Implementation Strategy

DES has considered the QHAP report and its recommendations. This Implementation Strategy is the first step in delivering improvements to the state's historical heritage framework.

The Implementation Strategy's purpose is to:

- clarify and strengthen the powers and processes for identifying and protecting Queensland's heritage places
- better support heritage stakeholders, in particular heritage place owners
- improve how the value of heritage places is communicated and promoted.

This document outlines how the strategy and its actions have been developed. It also considers dependencies between actions, which have informed the sequencing of delivery.

The Queensland Government through DES is committed to bolstering its leadership role in heritage protection but cannot deliver the change required in isolation. Implementing this plan requires collaboration and coordination between partners and stakeholders to ensure that knowledge is shared, resources are used efficiently and effectively, the protection system is coordinated and optimised, and investment is prioritised to address the most pressing issues.



Imperial Hotel, Ravenswood



Tree of Knowledge, Barcardine © Tourism and Events Queensland

DES' review of the QHAP report has revealed that several key considerations will influence progress on delivery of its recommendations.

2.1 Scheduling interrelated actions

While some QHAP recommendations are stand alone and can be delivered as discrete projects, many interrelate and are dependent on one another. This requires careful sequencing of actions for the reforms to be effective.

The actions to deliver on the QHAP recommendations are described in Tables 1, 2 and 3.

Foundational actions, the result of which will inform other deliverables, comprise:

- a survey of local governments to establish the breadth and diversity of expectations of, and issues with, the local heritage protection system
- an analysis of the Queensland Heritage Register to identify gaps in terms of the spatial distribution of places, and the historical themes and place types it depicts
- a review of state online resources about heritage places and their conservation.

In addition, DES will formalise channels for engaging with heritage stakeholders to help refine and deliver the implementation strategy program.

2.2 Prioritisation of actions

In drawing its conclusions, the QHAP report urged the prioritisation of key recommendations. While this Implementation Strategy acknowledges resourcing is required to deliver holistic improvements in the state's heritage protection system, it also contends that decisions on priorities must be made to ensure the most pressing issues directly affecting heritage places are resolved.

The preparation done by DES for this Implementation Strategy indicates three issues are paramount:

- driving a more strategic approach to state and local heritage nominations
- enforcement and compliance for heritage places
- enabling a fit-for-purpose Queensland Heritage Register.

Resolving these issues will improve DES' capacity to undertake more proactive work in promoting the value of heritage places, providing support to a range of heritage stakeholders, in particular owners and managers of heritage places, and taking a lead in communicating about innovative heritage practice and projects.

2.3 Stakeholders and partners

The Implementation Strategy sets out the actions necessary to deliver the QHAP recommendations. Outcomes will be achieved through partnerships and engagement with the Queensland Heritage Council, local government, heritage place owners and managers, the community, and other stakeholders.

Potential partners and stakeholders include:

- **Heritage place owners and managers**—the custodians of Queensland’s heritage places who are responsible for the day-to-day management of those places.
- **Queensland Heritage Council**—a statutory authority established under the Heritage Act to make decisions about the Queensland Heritage Register and provide strategic advice to the Minister and others on the conservation of Queensland’s historic cultural heritage.
- **Local government**—there are more than 7,440 local heritage places identified across Queensland, making up the largest group of heritage places. Under the Heritage Act, local government plays a key role in identifying and protecting these local heritage places, principally through the planning framework. The Local Government Association of Queensland (LGAQ) is the peak body for local government in Queensland.
- **Heritage advocacy groups**—in particular, the National Trust of Australia (Queensland) [NTA(Q)], which is Queensland’s principal heritage advocacy group with a network of branches throughout the state.
- **Community members and groups**—have a direct connection with heritage places whether of local or state cultural heritage significance and help to identify and protect heritage places and advocate generally for the value of heritage places in our lives.
- **Heritage consultants/professionals**—as heritage experts in private practice, they advise and provide services to heritage place owners and managers, development proponents and government.
- **Related professional bodies**—members of heritage-related professions and the tertiary institutions at which they train and conduct research, play a key role in advocacy and advising property owners, development proponents and all levels of government in heritage-related fields.
- **Other Queensland Government agencies**—over a third of places on the Queensland Heritage Register are owned and managed by the Queensland Government, making its various agencies important stakeholders. In addition, certain agencies, such as the Department of State Development, Infrastructure, Local Government and Planning (DSDILGP), Department of Energy and Public Works (DEPW) (in particular the Office of the Queensland Government Architect), State Library of Queensland and the Queensland State Archives, perform roles or administer legislative systems that affect the identification, promotion and protection of heritage places.

Partners will play a vital role in delivering certain actions. While not yet assigned to the actions relating to each QHAP recommendations, securing their agreement will be an important process to undertake in the first phase of work. Established partnerships will be confirmed in future reporting (for example, while monitoring progress on delivery of actions and during the post-implementation evaluation stage).



Maryborough State High School

2.4 Monitoring progress

DES will monitor actions under this Implementation Strategy to:

- evaluate progress on delivery of individual actions
- identify constraints on progress and make modifications as required
- take opportunities for promoting and sharing information on achievements.

Through the engagement/consultation networks established with various project partners and heritage stakeholder groups, DES will communicate about progress on this Implementation Strategy.

2.5 Evaluating outcomes

A post-implementation evaluation of the delivery of the recommendations will occur in 2025/26. The key actions to be carried out as part of this evaluation are:

- assess the delivery of recommendations in terms of performance on actions identified in this plan
- determine if any programs or actions identified as ‘ongoing’ require adjustment
- report on the delivery of recommendations, including the identification of further actions required to ensure lasting and effective improvements to the heritage protection system
- identify opportunities to promote and share information on the implementation plan.



Longreach Railway Station



St Paul's Presbyterian Church, Spring Hill

2.6 Indicative timeframes

As shown in Tables 1, 2 and 3, actions to deliver on each recommendation are proposed to be delivered over the short-term (six months), medium-term (six months to one year), and long-term (one to two years).

The term 'ongoing' indicates that actions should be repeated at intervals beyond the life of the Implementation Strategy, or the outcomes certain actions deliver should be refreshed in the future.

For example, consultation networks will need to be established to keep information flowing between the Queensland Government, project partners and heritage stakeholders. While these networks will serve a purpose over the life of the Implementation Strategy, it is recognised that maintaining them would support a revitalised and responsive heritage protection framework into the future.

In addition, analysing the Queensland Heritage Register is an important exercise to grasp its strengths and weaknesses as a record of Queensland's diverse history. Refreshing this analysis at reasonable intervals into the future would serve to guide future decision making to ensure the Queensland Heritage Register remains truly representative.

Table 1: Recommendations and implementation actions and partners

QHAP theme 1: Legislative reform and strengthening Queensland’s heritage framework

#	RECOMMENDATION	ACTIONS	TIMING
1	<p>Undertake a gap analysis of the QHR to determine under-represented place types.</p> <p>Note: Refer to pages 9–11 of QHAP report for background on this recommendation.</p> <p>Interrelated recommendations: 2, 3 and 5</p>	<p>A1.1 Analyse the Queensland Heritage Register (QHR) to identify its gaps, or where certain important place types, geographical areas, and historical themes and periods are missing and/or underrepresented. The results of this analysis will guide future approaches to strategic nominations or applications at a state or local level.</p> <p>A1.2 Report on the analysis undertaken of the Queensland Heritage Register for review and endorsement by the Queensland Heritage Council (QHC), and feedback from the National Trust of Australia (Queensland) (NTA(Q)).</p> <p>A1.3 Publish details about the findings of the analysis online, consider undertaking such an analysis at regular intervals into the future and continuing to publish the findings.</p>	Short-term and ongoing

Places on the Queensland Heritage Register should depict a range of stories about Queensland’s history that reflect its diversity. The state’s register began in 1992 with a list of about 970 places developed by the NTA(Q) over previous decades. Since 1992, additional places being entered in the register has largely relied on community nominations responsive to the concerns or issues of the nominator or applicant. Several discrete projects such as the State-wide Heritage Survey and the Queensland Heritage Schools Study have driven a more strategic approach.

The purpose of analysing the gaps in the current Queensland Heritage Register would be to demonstrate those aspects of Queensland’s history that are well represented in the register, as compared to others that are not. Reporting as proposed in response to QHAP Recommendation 1 would serve as a useful benchmark against which the Queensland Heritage Council could compare future decisions about entering new places in the Queensland Heritage Register, or to inform the terms by which existing place entries are updated.

Further to this, the findings of such an analysis of the Queensland Heritage Register could be reflected on the Heritage places website and in other publications, and be used in targeted consultation with local government, place owner organisations, and community groups (refer to QHAP Recommendations 3 and 5).

#	RECOMMENDATION	ACTIONS	TIMING
2	<p>Undertake focused thematic surveys to encourage a comprehensive and representative State heritage register.</p> <p>Note: Refer to pages 9–11 of QHAP report for background on this recommendation.</p> <p>Interrelated recommendations: 1, 3 and 5</p>	<p>A2.1 Commission a review the November 2005 ‘Queensland Cultural Heritage Places Context Study’ (prepared by Dr Thom Blake for the Queensland Government), with the aim of publishing an updated document or addendum to it online.</p> <p>A2.2 Commission thematic or typological studies identified through the process of review of the 2005 Context Study as being required to provide context for decision-making related to state and local heritage registers or lists.</p> <p>A2.3 Publish online new and existing studies/surveys as a basis for stakeholder engagement that is part of the actions proposed for QHAP Recommendations 3 and 5, and developing policy on future heritage applications (state and local).</p>	Short-term and ongoing

The November 2005 ‘Queensland Cultural Heritage Places Context Study’ established a foundation upon which future assessment of the cultural heritage significance of Queensland heritage places would be based. At the time it was prepared, a State-wide Heritage Survey was to be undertaken and it was to guide the work of that project (project term 2005–2010).

The Context Study was considered when the original version of the ‘Assessing cultural heritage significance’ guideline was developed in 2006. The current guideline plays an important part in assessing and deciding Queensland Heritage Register applications and is available at www.qld.gov.au/environment/land/heritage.

The Context Study includes a Thematic Framework, Regional Analyses and Recommendations for Thematic Studies, identifying 10 overarching historical themes relevant to Queensland history, and then defining the important regions of the state and which key themes are most relevant to which regions. It also identifies the place types that demonstrate the historical themes in different regions, and summarises the important thematic studies that have been undertaken, or should be undertaken, and how to prioritise the latter.

Since the Context Study was prepared in 2005, several further detailed thematic and place type studies it recommended have been undertaken.

DES holds digital copies or versions of a significant number of studies and surveys of heritage places throughout Queensland. However, issues related to privacy and copyright must be resolved with many of these documents before they could be published online. Nonetheless, these documents are a valuable resource if they could be made available online as part of a revitalised web presence for heritage.

A renewed Context Study for Queensland’s heritage places could identify not only the themes that have been important, but those that will be into the future.

Renewed knowledge about the context in which places are considered to have heritage value, combined with additional thematic and place-type studies will also support DES and the Queensland Heritage Council in their efforts to maintain the integrity of the Queensland Heritage Register.

#	RECOMMENDATION	ACTIONS	TIMING
3	<p>Engage with local councils and key advocacy agencies to establish a more strategic heritage listing approach for State and local heritage places informed by gap analyses and thematic research data.</p> <p>Note: Refer to pages 9–11 of QHAP report for background on this recommendation.</p> <p>Interrelated recommendations: 1, 2, 5 and 14</p>	<p>A3.1 Formalise existing engagement/consultation channels into networks to enable dialogue between the Queensland Government, local government, and other key heritage stakeholders.</p> <p>A3.2 Consult through the networks established to confirm existing State and local heritage listing processes and identify opportunities for facilitating a more strategic approach to heritage place listings.</p> <p>A3.3 Report on the findings of consultation and make recommendations for how to achieve a strategic approach to State and local heritage place listings.</p> <p>A3.4 Share outcomes from delivery of QHAP Recommendations 1 and 2 with stakeholders through the networks established.</p>	Short to long-term and ongoing

The actions set out above involve establishing and maintaining networks through which project partners and heritage stakeholders can regularly engage. These networks will serve as useful channels by which information gathered during the implementation strategy project and relevant to all entities involved can be exchanged.

Discrete networks to establish are those between the state and local governments, between the state and heritage advocacy groups, and the state and heritage place owners and managers (and/or the organisations that represent them).

The local government survey and analysis to be delivered through Actions A14.1, A14.2 and A14.3 for QHAP Recommendation 14 will be an important source of information for Action A3.2 above.

#	RECOMMENDATION	ACTIONS	TIMING
4	<p>Update the statutory process to review existing QHR entries, to ensure currency of place information.</p> <p>Note: Refer to pages 9–11 of the QHAP Report for a fuller explanation.</p>	<p>A4.1 Review the processes in Part 4 of the <i>Queensland Heritage Act 1992</i> to identify and analyse options for streamlining how updates to existing entries in the Queensland Heritage Register are made.</p>	Medium to Long-term

Delivering on Action A4.1 will be combined with the results delivered through other actions following, and used to inform an Options Analysis for reforming aspects of the *Queensland Heritage Act 1992* through Actions A12.2 and A12.3 under QHAP Recommendation 12.

The nature of information explaining why places are on the Queensland Heritage Register has evolved significantly over the 30 years the register has been in existence. It is vital this entry information is clearly expressed and accurate, this being central to ongoing efforts to assess new nominations to the Queensland Heritage Register, as well as managing change at individual places (i.e. for development assessment).

This information, along with other material developed during the assessment process (photographs, historical imagery, and 3D models and animations) are a valuable yet underutilised resource that could be better deployed to promote the social and economic value of heritage places.

The Queensland Heritage Register is an important benchmark by which decisions about state and local heritage significance should be made.

#	RECOMMENDATION	ACTIONS	TIMING
5	<p>Engage with the community to encourage strategic community applications for local and State heritage places.</p> <p>Note: Refer to pages 9–11 of QHAP report for background on this recommendation.</p> <p>Interrelated recommendations: 1, 2, 3, 7, 8 and 17</p>	<p>A5.1 Publish improved information that explains the different levels at which heritage listing occurs in Queensland (international, national, state, and local) and the entities responsible for regulation of the values existing at these levels (e.g., that make decisions about heritage listing and then regulate changes to listed places).</p> <p>A5.2 Develop and publish online improved information about nominating heritage places at state and local levels through the actions set out for QHAP Recommendation 17.</p> <p>A5.3 Engage with the community and promote the online information made available to assist those preparing nominations or applications for heritage places.</p>	Medium-term and ongoing
<p>The QHAP process revealed that substantial confusion exists about the different levels of cultural heritage significance (World, national, state, and local levels) and how places at each level are regulated. For the Queensland Government, this intersects with unclear rules and processes at a local level for nominating places and action being taken about these nominations—refer to QHAP Recommendation 8.</p>			
#	RECOMMENDATION	ACTIONS	TIMING
6	<p>Explore legislative options that provide appropriate interim protection for places that are the subject of a QHR application and align interim heritage protection with other jurisdictions across Australia.</p> <p>Note: Refer to pages 11–12 of QHAP report for background on this recommendation.</p>	<p>A6.1 Undertake a detailed examination of interim protection measures in other jurisdictions across Australia, including assessment of their strengths, limitations and appropriateness for application in Queensland.</p> <p>A6.2 Subject to the insights gained from delivering A6.1, analyse options for providing interim heritage protection for places subject to a Queensland Heritage Register application process.</p>	<p>Medium-term</p> <p>Long-term</p>
<p>Several actions set out in this Strategy, in particular those responding to QHAP Recommendations 1, 3, 7 and 8, are directed at developing a more strategic approach to heritage place listings that includes improved local heritage place nomination processes.</p> <p>Efforts to establish listing processes that are proactive rather than reactive combine with those to provide clarity about the relationship between Queensland Heritage Register application processes and development approvals and applications.</p> <p>The results of Actions A6.1 and A6.2 will be combined with those delivered through other actions above and following, and used to inform an Options Analysis for proposing reform to aspects of the <i>Queensland Heritage Act 1992</i> through Actions A12.2 and A12.3 under QHAP Recommendation 12.</p>			
7	<p>Identify opportunities to improve the way State and local governments work together to recognise, protect and manage local heritage.</p> <p>Note: Refer to pages 12–13 of QHAP report for background on this recommendation.</p> <p>Interrelated recommendations: 3, 8, 14, 16, 18 and 22</p>	<p>A7.1 Consult with local government and other Queensland Government departments to investigate practical opportunities for enhancing the way State and local government work together to better protect heritage places.</p> <p>A7.2 Document actions and establish ongoing engagement mechanisms/networks (refer to QHAP Recommendation 3 actions).</p>	Medium-term and ongoing
<p>The consultation and engagement in these actions should occur in concert with actions for QHAP Recommendations 3, 5, 6, 8 and 14.</p> <p>An overarching outcome of this Implementation Strategy is establishment and maintenance of engagement networks and a mechanism by which these networks can be activated and intersect as needed. While certain entities place a high value on face-to-face interaction, a great deal is achievable using virtual meeting/engagement technology.</p>			

#	RECOMMENDATION	ACTIONS	TIMING
8	<p>Explore legislative options to introduce or update local heritage place nomination processes under the Heritage Act to provide certainty in the registration process for places that are proposed for entry in a register under the Heritage Act or for places proposed for identification in a Planning Scheme as part of a planning amendment process.</p> <p>Note: Refer to pages 12–13 of QHAP report for background on this recommendation.</p> <p>Interrelated recommendations: 5, 9 and 14</p>	<p>A8.1 Work with local governments to understand current local heritage place nomination processes.</p> <p>A8.2 Subject to the insights gained from delivering A8.1, analyse options for improving nomination processes for local heritage places.</p>	<p>Medium-term</p> <p>Long-term</p>

Options to improve clarity and confidence in local heritage place nomination processes are central to ensuring nominations are made to the entity best positioned to assess and decide them, and ultimately able to protect the places in question.

Delivering on Action A8.2 will be combined with the results delivered through other actions above and following, and used to inform an Options Analysis for reforming aspects of the *Queensland Heritage Act 1992* through Actions A12.2 and A12.3 under QHAP Recommendation 12. Action A8.1 will be part of delivery on Actions A14.1 to A14.4 and Action A22.3, and inform delivery on QHAP Recommendation 5.

#	RECOMMENDATION	ACTIONS	TIMING
9	<p>Explore legislative options to introduce interim heritage protections for local heritage places.</p> <p>Note: Refer to page 13 of QHAP report for background on this recommendation.</p> <p>Interrelated recommendations: 8 and 14</p>	<p>A9.1 Work with local governments to understand existing mechanisms for protection of places proposed for local heritage listing.</p> <p>A9.2 Analyse options for providing interim heritage protection for local heritage places subject to an application or nomination.</p>	<p>Medium-term</p> <p>Long-term</p>

Action 9.1 will occur in concert with delivery of Actions A3.1 to A3.4, A7.1 and A7.2, A8.1, A14.1 to A14.4 and A22.3. Findings will be combined with results delivered through other actions above and following, and used to inform an Options Analysis for reforming aspects of the *Queensland Heritage Act 1992* through Actions A12.2 and A12.3 under QHAP Recommendation 12.

#	RECOMMENDATION	ACTIONS	TIMING
10	<p>Strengthen the Heritage Act's enforcement powers to provide a suite of modern regulatory tools as exists in comparable Queensland legislation and protect heritage places from loss through deterioration or neglect.</p> <p>Note: Refer to pages 13–14 of QHAP report for background on this recommendation.</p> <p>Interrelated recommendations: 11 and 14</p>	A10.1 Review the regulatory tools in the <i>Queensland Heritage Act 1992</i> against comparable Queensland legislation and propose options for strengthening the relevant enforcement and compliance powers and tools.	Medium to Long-term
Delivering on Action A10.1 will be combined with the results delivered through other actions above and following, and used to inform an Options Analysis for reforming aspects of the <i>Queensland Heritage Act 1992</i> through Actions A12.2 and A12.3 under QHAP Recommendation 12.			
#	RECOMMENDATION	ACTIONS	TIMING
11	<p>Analyse Heritage Act provisions relating to essential repair and maintenance work to meaningfully allow for the protection of at-risk State and local heritage places and align them with current standards across Australia.</p> <p>Note: Refer to pages 13–14 of QHAP report for background on this recommendation.</p> <p>Interrelated recommendations: 10 and 14</p>	A11.1 Review the essential repair and maintenance powers in Part 8 of the <i>Queensland Heritage Act 1992</i> and analyse options for strengthening them to address situations of neglect of heritage places. The analysis is to include review of powers employed in other Australian jurisdictions to assess their strengths, limitations and appropriateness for application in Queensland.	Medium to Long-term
Delivering on Action A11.1 will be combined with the results delivered through other actions above and following, and used to inform an Options Analysis for reforming aspects of the <i>Queensland Heritage Act 1992</i> through Actions A12.2 and A12.3 under QHAP Recommendation 12.			
#	RECOMMENDATION	ACTIONS	TIMING
12	<p>Simplify the process for local governments to issue repair and maintenance notices.</p> <p>Note: Refer to page 14 of QHAP report for background on this recommendation.</p> <p>Interrelated recommendations: 10, 11 and 14</p>	<p>A12.1 As part of delivering on action A11.1, review options to reform the statutory processes that allow local governments to give notices about repair and maintenance work for local heritage places.</p> <p>A12.2 Engage with key stakeholders while delivering on actions A4.1, A6.1, A8.1, A9.1, A10.1, A11.1 and A12.1.</p> <p>A12.3 Utilising the analyses completed under actions A4.1, A6.2, A8.2, A9.2, A10.1, A11.1 and A12.1, prepare an Options Analysis for changes to the <i>Queensland Heritage Act 1992</i>.</p>	<p>Medium to Long-term</p> <p>Medium-term</p> <p>Long-term</p>
<p>Actions A12.2 and A12.3 round out delivery on QHAP Recommendation 12, as well as actions A4.1, A6.2, A8.2, A9.2, A10.1 and A11.1.</p> <p>Given the <i>Queensland Heritage Act 1992</i> includes certain powers that can be exercised by the chief executive or the chief executive officer of a local government, it will be important to consult closely with local government about any legislative changes proposed.</p>			

Table 2: Recommendations and implementation actions and partnerships

QHAP theme 2: Support for heritage stakeholders

#	RECOMMENDATION	ACTIONS	TIMING
13	<p>Undertake a comprehensive review and update of heritage publications and resources to ensure these reflect current best practice and are user friendly for specialists and non-specialists alike.</p> <p>Note: Refer to page 15 of QHAP report for background on this recommendation.</p> <p>Interrelated recommendations: 17 and 21</p>	<p>A13.1 Review existing Queensland Government online heritage resources and publications to identify those in need of update and where new resources are required.</p>	<p>Short-term to medium-term and ongoing</p>
<p>Refer to QHAP Recommendations 17 and 21. Review, design, and initial update of a new web presence for heritage could be achieved in the shorter-term. However, populating a website with new, modern content would occur in the medium-term. Keeping this content up-to-date and refreshed should be ongoing.</p>			
#	RECOMMENDATION	ACTIONS	TIMING
14	<p>Undertake a comprehensive survey of local governments across Queensland to:</p> <ul style="list-style-type: none"> establish a clear picture of local heritage place protection and management processes, and identify what support is required to facilitate improvements determine what mechanisms each local government has in place to protect local heritage places and support local heritage place owners understand the support each local government requires to protect local heritage places effectively implement tailored heritage-specific training and education opportunities to build capacity within local government heritage professionals and heritage place owners and managers. <p>Note: Refer to page 15 of QHAP report for background on this recommendation.</p> <p>Interrelated recommendations: 7, 8, 9, 11, 12, 15, 16, 18–22</p>	<p>A14.1 Undertake a comprehensive online survey with representatives from all local government areas across Queensland as a stocktake of the local heritage system. Topics of the survey are to include those set out in QHAP Recommendation 14, but also those related to QHAP Recommendations 7-9, 11-12, 15-16 and 18-22.</p> <p>A14.2 Conduct follow-up interviews with survey participants to enhance the integrity of survey results.</p> <p>A14.3 Carry out a desktop analysis of local heritage support programs that are available in other jurisdictions and describe potential program opportunities that could be offered in Queensland.</p> <p>A14.4 Prepare a report summarising the findings of the survey and desktop analysis on each of the elements identified in QHAP Recommendation 14.</p>	<p>Short-term</p>
<p>Questions about the level and nature of support required in regional Queensland would form part of a local government survey as per QHAP Recommendation 14.</p>			

#	RECOMMENDATION	ACTIONS	TIMING
15	<p>Determine how regular and dedicated grant aid, including support for conservation works and conservation management plans (CMPs), can be provided to heritage place owners.</p> <p>Note: Refer to page 15 of QHAP report for background on this recommendation.</p> <p>Interrelated recommendation: 14 and 16</p>	<p>A15.1 Evaluate previous DES grant funding streams that have contributed to heritage conservation to establish an estimate of the size of a sustainable funding pool, when considering the level of need expressed by applicants.</p> <p>A15.2 Develop a strategy to promote private investment in and funding for Queensland's heritage places through corporate and community partnerships.</p> <p>A15.3 Advocate with the Australian Government to pursue investment in Queensland's cultural heritage through the establishment of a national heritage lottery – a proposed action under the 2015 Australian Heritage Strategy.</p>	Medium-term to long-term
<p>Questions about the level and nature of grant funding required in regional Queensland would form part of a local government survey as per QHAP Recommendation 14.</p>			
#	RECOMMENDATION	ACTIONS	TIMING
16	<p>Determine how heritage support can be enhanced in regional Queensland.</p> <p>Note: Refer to page 15 of QHAP report for background on this recommendation.</p> <p>Interrelated recommendation: 14 and 15</p>	<p>A16.1 Consult with heritage place owners and managers, local government, other areas of the Queensland Government, and other key heritage stakeholders to identify the nature of heritage support needed in regional Queensland.</p> <p>A16.2 Report on the findings of consultation, including review of support provided in other Australian jurisdictions.</p>	Medium-term
<p>Questions about the level and nature of grant funding and support required in regional Queensland would form part of a local government survey as per QHAP Recommendation 14.</p>			

Table 3: Recommendations and implementation actions and partnerships

QHAP theme 3: Better communication, understanding and engagement

#	RECOMMENDATION	ACTIONS	TIMING
17	<p>Revitalise the Queensland Government’s heritage web presence to improve design and navigability, encourage positive engagement with heritage and better communicate information about:</p> <ul style="list-style-type: none"> the value of Queensland’s heritage Queensland’s heritage protection system for State and local heritage places the intersection between heritage and planning frameworks established to protect local and State heritage places in Queensland, including jurisdictional roles and responsibilities the difference between local heritage listings and character designations in planning schemes. <p>Note: Refer to page 16 of QHAP report for background on this recommendation.</p> <p>Interrelated recommendations: 5, 13, 14, 18 and 20</p>	<p>A17.1 Reconfigure the Queensland Government’s online heritage content based on the review undertaken to action QHAP Recommendation 13 and including the content described in QHAP Recommendation 18 (toolkits tailored for different users) and QHAP Recommendation 20 (heritage tourism, adaptive reuse studies and heritage interpretation). Partial delivery of QHAP Recommendation 5 will also be achieved by renewing online information that explains the different levels at which heritage listing occurs in Queensland (international, national, state, and local) and the entities responsible for regulation of the values existing at these levels (e.g., that make decisions about heritage listing and then regulate changes to listed places).</p> <p>A17.2 Showcase ways in which new and emerging technologies can make information about Queensland’s heritage places more accessible and engaging.</p> <p>A17.3 Develop tailored toolkits for place owners, local government, and other stakeholders referred to in Recommendation 18.</p> <p>A17.3 Actively promote the availability of refreshed web content through the networks established as part of the implementation project.</p> <p>A17.4 Maintain online heritage content and progressively publish new content for the duration of the implementation program.</p>	Medium-term and ongoing
<p>The actions set out above to deliver on QHAP Recommendation 17 also include actions to deliver on QHAP Recommendations 18, 20 and 21. Review, design, and update of a new web presence for heritage could be achieved in the medium-term; however, populating a website with new, modern content would occur in the medium-term and should be ongoing.</p>			
#	RECOMMENDATION	ACTIONS	TIMING
18	<p>Create toolkits about heritage place management tailored for key stakeholders, including heritage place owners and managers and local government.</p> <p>Interrelated recommendation: 13, 14, 17 and 20</p>	<p>Note: Given the degree of alignment, the actions required to deliver on QHAP Recommendation 18 have been incorporated into the actions to deliver on QHAP Recommendation 17.</p>	

#	RECOMMENDATION	ACTIONS	TIMING
19	<p>Investigate the establishment of a single searchable platform with accompanying interactive mapping tool for information about State and local heritage places in Queensland.</p> <p>Note: Refer to page 17 of QHAP report for background on this recommendation.</p> <p>Interrelated recommendation: 13</p>	<p>A19.1 Survey existing online access provided to local government planning schemes and local heritage register information.</p> <p>A19.2 Scope the requirements and resources needed to develop a single searchable platform/portal containing information about State and locally heritage-listed places in Queensland.</p> <p>A19.3 Consult with local government to establish the appetite, resource implications and technical details applicable to delivering information about local heritage places through a single portal.</p> <p>A19.4 Report on the findings of consultation and other investigations.</p>	Long-term
<p>An initial understanding of local government interest in delivering local government heritage place information through a single portal would be obtained through the survey delivered under action A14.1 for QHAP Recommendation 14.</p>			
#	RECOMMENDATION	ACTIONS	TIMING
20	<p>Review the Queensland Government's heritage web presence to promote the benefits of heritage. Additional content could include:</p> <ul style="list-style-type: none"> • heritage tourism • adaptive reuse case studies • heritage interpretation <p>Note: Refer to pages 17–18 of QHAP report for background on this recommendation.</p> <p>Interrelated recommendations: 17 and 21</p>	<p>Note: Given the degree of alignment, the actions required to deliver on QHAP Recommendation 20 have been incorporated into the actions to deliver on QHAP Recommendation 17.</p>	
#	RECOMMENDATION	ACTIONS	TIMING
21	<p>Develop new heritage publications and resources to promote and support best practice heritage tourism, adaptive reuse and heritage interpretation.</p> <p>Note: Refer to pages 17–18 of QHAP report for background on this recommendation.</p> <p>Interrelated recommendations: 13, 17, 19 and 20</p>	<p>Note: Given the degree of alignment, the actions required to deliver on QHAP Recommendation 20 have been incorporated into the actions to deliver on QHAP Recommendation 17.</p>	

#	RECOMMENDATION	ACTIONS	TIMING
22	<p>Explore opportunities to build on existing events that raise the profile and facilitate engagement with and better understanding of Queensland’s heritage places.</p> <p>Note: Refer to pages 17-18 of QHAP report for background on this recommendation.</p> <p>Interrelated recommendations: 14, 17, 20 and 21</p>	<p>A22.1 Engage with the organisations experienced in running events that promote Queensland’s heritage places—such as Open House events, and those run by the NTA(Q) like the Australian Heritage Festival and Queensland Heritage Awards—and document opportunities and constraints.</p> <p>A22.2 Promote smaller events with a heritage component operating in regional Queensland through a revitalised website for Queensland heritage (refer to QHAP Recommendations 17, 20 and 21).</p> <p>A22.3 Establish a project partner with which to coordinate local government heritage officers conferences in 2023 and 2024. The first conference scheduled for first quarter of 2023 would be a valuable opportunity for targeted consultation on the results of the survey delivered under action A14.1 for QHAP Recommendation 14.</p>	Ongoing

