Heritage Strategy 2024 - 2029



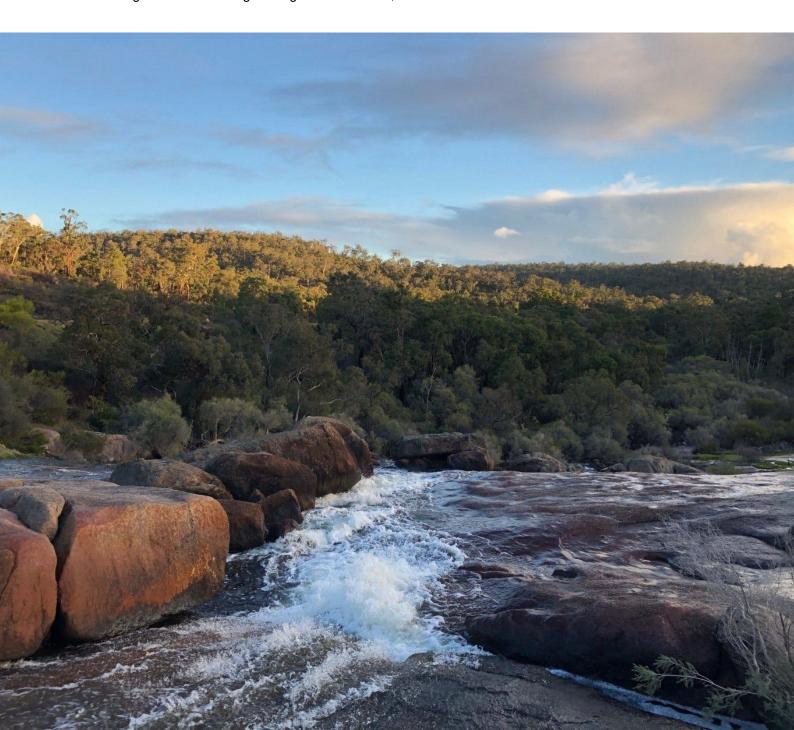


Acknowledgement of Country

Mundadjalina-k ngala kaditj Noongar moort nidja Wadjak boodjar-ak kalyakool moondang-ak kaaradj-midi. Ngala Noongar Moort wer baalabang moorditj kaadidjiny koota-djinanginy. Ngala Noongar wer Torres Strait Moort-al dandjoo koorliny kwabadjinanginy. Koora, yeyi wer kalyakool, ngalak Aboriginal wer Torres Strait birdiya wer moort koota-djinanginy.

Shire of Mundaring respectfully acknowledges the Whadjuk people of the Noongar Nation, who are the traditional custodians of this land. We acknowledge Elders past, present and emerging and respect their continuing culture and the contribution they make to the region.

Cover image Chidlow Hocking Heritage + Architecture, 2023



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Contents

Ackn	owledgement of Country	2
1.0	Introduction	6
2.0	Brief history of the Shire of Mundaring	7
3.0	What is Heritage	9
4.0	Heritage Management	10
5.0	Strategic Context	12
6.0	Review of Shire of Mundaring's Current Heritage Management Framework	14
7.0	Heritage Process	17
8.0	Strategy Action Plan	18
9.0	Implementation, Review and Monitoring	32

1.0 Introduction

The Heritage Strategy (the Strategy) establishes the aims for a heritage framework for the management of heritage within the Shire of Mundaring.

The Strategy recognises that heritage is more than buildings. Heritage encompasses both the tangible and intangible and also encompasses historic, cultural, natural environments and now encourages greater synergy with Aboriginal Heritage.

The Strategy will assist the Shire of Mundaring (the Shire), and the community, in identifying, protecting, supporting and celebrating heritage and assist staff, elected members and property owners in the management, conservation and appreciation of their heritage assets.

Heritage can contribute to the economy and sustainability of the shire. Whilst the built heritage in the shire is not the main reason visitors come to the area, it is something that is appreciated by the local community and contributes to the overall experience, of Mundaring.

The Strategy will align with the aspirations of the Shire's strategic plans in delivering the visions of Mundaring being a

"welcoming, connected and lifestyle destination celebrated for its natural beauty, rich heritage, vibrant culture and prosperous economy."

The Strategy highlights the success to date of the Shire in managing the heritage as well as highlighting the opportunities for further enhancement. The Action Plan part of the Strategy establishes a range of desired outcomes that are to be achieved over the next five years that will result in a better protected, supported and celebrated heritage of Mundaring.



. . .

A TRIP TO MUNDARING WEIR, THE SOURCE OF THE GOLDFIELDS WATER

SUPPLY, 8 JULY 1917.

SLWA b2990185 6.

Courtesy

Shire of Mundaring Economic Development and Tourism Strategy 2023-2028.

6

2.0 Brief history of the Shire of Mundaring

The following brief history is courtesy of the Mundaring and Hills Historical Society

Prior to European settlement of the area, the east of the Canning River was occupied for thousands of years by the Beeloo or Beelu people, part of the Whadjuk language group. The connection between the land and members of the Aboriginal community continues today. The name Mundaring is believed to originate with the word 'Mundar-ing', with the first syllable emphasised. This meant 'a high place on a high place'. Over time pronunciation has changed to emphasise the second syllable, 'air'.

FIGURE 2: ITEM SWAN 138 - VICINITY OF HELENA RIVER & MUNDARING AREA

Courtesy: AU WA S236-cons3869 Swan

138.

Exploration of the range of hills to the east of the Swan River plain began shortly after the British Government established the Swan River Colony in 1829. This was largely because of the pressing need to find suitable land for flocks and crops. These explorations led to the settlers finding the broad valley of the Avon River where several towns were laid out. One of these was the town of York.

A road (today's Great Eastern Highway), connecting York with Guildford was soon surveyed and traffic was soon passing backwards and forwards between the two settlements. A wayside inn, The Prince of Wales, was established at Mahogany Creek in 1844, providing a welcome stopping point for travellers.

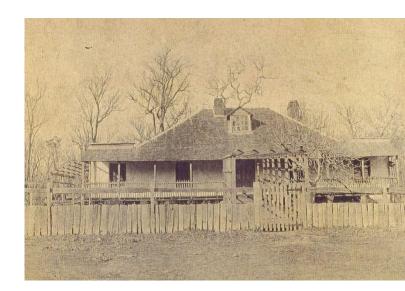


FIGURE 3: PRINCE OF WALES INN, MAHOGANY

CREEK C.1902.

Courtesy: Mundaring and Hills Historical

Society.

The discovery of gold in the eastern district of Yilgarn in the late 1880s led to a large influx of prospectors hoping to strike it rich in this new area. It also provided Western Australia with some much needed capital to commence building infrastructure.

The construction of the Eastern Railway line, which ran between Guildford and eventually to Kalgoorlie passed directly through the district of Mundaring. The first section of this line was constructed in 1884 and small settlements began to spring up along this line.

This line had some steep curves and gradients in places, which often led to trains leaving the tracks. To solve this problem, an additional line was built to the north of this original line. This new track, which was opened in 1896, also boasted the state's first railway tunnel. As with the southern track, settlements were also established along this route which also served timber mills and claypits. The district received an important boost when the Goldfields Water Supply Scheme was completed in 1903. The dam that was constructed across the Helena River.



known today as Mundaring Weir, became the primary water supply to the dry eastern goldfields and later the eastern agricultural district.

Agriculture was the primary occupation in the district during the 19th and early 20th century with dairying, market gardens, vineyards, orchards and plant nurseries common pursuits. In time, the hills became a popular resort with holidaymakers, and some residents had cottages in the hills which were seasonally occupied. Train travel eventually made it feasible for commuters to live in the hills and work in Perth.

Alongside farming, several quarries were established in the district, serving the metropolitan area with gravel and clay until the mid-20th century.

In the mid-20th century, the railway lines were gradually closed as car travel became commonplace and new subdivisions were undertaken in the district to support the growth in the population of Perth.

Shire of Mundaring is now part of the greater metropolitan area of Perth but with the sparser settlement and extent of natural bushland it retains a character and setting that makes it different from the suburbs on the sandy plain at the base of the Darling Range.

FIGURE 4: HUMPHREYS STORE, MUNDARING

WEIR CONSTRUCTION CAMP C. 1900.

Courtesy: SLWA b2267271 1.

3.0 What is Heritage

The International Council on Monuments and Sites (ICOMOS) International Cultural Tourism Charter (2002) defines heritage as follows:

'Heritage is a broad concept and includes the natural as well as the cultural environment. It encompasses landscapes, historic places, sites and built environments, as well as bio-diversity, collections, past and continuing cultural practices, knowledge and living experiences. It records and expresses the long processes of historic development, forming the essence of diverse national, regional, indigenous and local identities and is an integral part of modern life. It is a social dynamic reference point and positive instrument for growth and change. The particular heritage and collective memory of each locality or community is irreplaceable and an important foundation for development, both now and into the future.'

Heritage is that which is inherited from past and current generations, cared for in the present and handed on for the benefit of future generations, and includes:

- **Built heritage** the legacy of man-made buildings, structures and objects and associated intangible attributes.
- Natural heritage the legacy of natural places, objects and intangible attributes encompassing the rural and natural environment, including the district's biodiversity, flora and fauna.
- Cultural heritage the objects and artefacts, as well as the language, stories, customs, protocols, knowledge and skills that communities, groups and individuals recognise as part of their cultural heritage.

4.0 Heritage Management

Heritage management is a complex process. There are different levels of heritage listings which require different controls and Acts to manage change.

Whilst heritage management is broadly a local government responsibility, the Shire must take account of the additional levels of heritage listing and their implications.

The provisions of the Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance, 2013 (the Burra Charter) establishes processes and policies for heritage management which are relevant to all the above levels of heritage listing and should form part of any heritage management framework adopted by the Shire.

Policy Context

National Policy Context

- World Heritage List
- National Heritage List
- Commonwealth Heritage List
- Register of National Estate (fmr) (nonstatutory)

Places on the above lists are protected by the *Environment Protection and Biodiversity Act* 1999.

Shire of Mundaring

- World Heritage: No places
- National Heritage List: 1 place
- Commonwealth Heritage List: No places
- Register of National Estate: 19 places

State Context Heritage

Historic Heritage

Places entered on the State Register of Heritage Places are protected by the Heritage Act 2018 There are 26 places entered on the State Register of Heritage Places within the Shire of Mundaring.

State Planning Policy 3.5: Historic Heritage Conservation sets out the principles of sound and responsible planning for the conservation and protection of Western Australia's historic heritage.

The Shire of Mundaring's Heritage Policy reflects the objectives of State Planning Policy 3.5.

Aboriginal Heritage

The Aboriginal Heritage Act 1972 is the act under which Aboriginal Cultural Heritage is assessed, recorded and protected. An amended Act came into effect on 15 November 2023.

The Shire does not have a register of Aboriginal heritage sites however according to the ACHIS website, Mundaring has the following Aboriginal sites:

- ACH Historic places 50 sites
- Aboriginal Cultural Heritage Directory 69 sites
- Aboriginal Cultural Heritage Pending 0

Policy Context	Shire of Mundaring
Local Heritage Context	
Under the provisions of the <i>Heritage Act</i> 2018, local governments must prepare a Local Heritage Survey of all places that do, and may in the future, demonstrate local heritage significance.	Shire of Mundaring prepared their Municipal Heritage Inventory (MHI) in 1997 which included 127 places with a further 153 places recommended for future assessment.
	A minor review of the Shire's Municipal Heritage Inventory was conducted in 2015 to identify and elevate key local heritage sites to a Heritage List.
The deemed provisions of <i>Planning and Development (Local Planning Schemes) Regulations 2015</i> require that local governments establish and maintain a heritage list to identify places that are of cultural heritage significance and worthy of built heritage conservation (s.8(1)).	Shire of Mundaring adopted their Heritage List in March 2016 containing 59 places.
There is a further requirement for local governments to prepare and adopt local planning policy for heritage.	The Shire adopted Local Planning Policy PS-02 Heritage Planning in March 2016.

5.0 Strategic Context

All local governments must prepare a Strategic Community Plan to set out the community's visions and aspirations for their local area. The Strategic Community Plan 2020-2030 revealed that the community wanted to see the heritage of the shire being preserved.

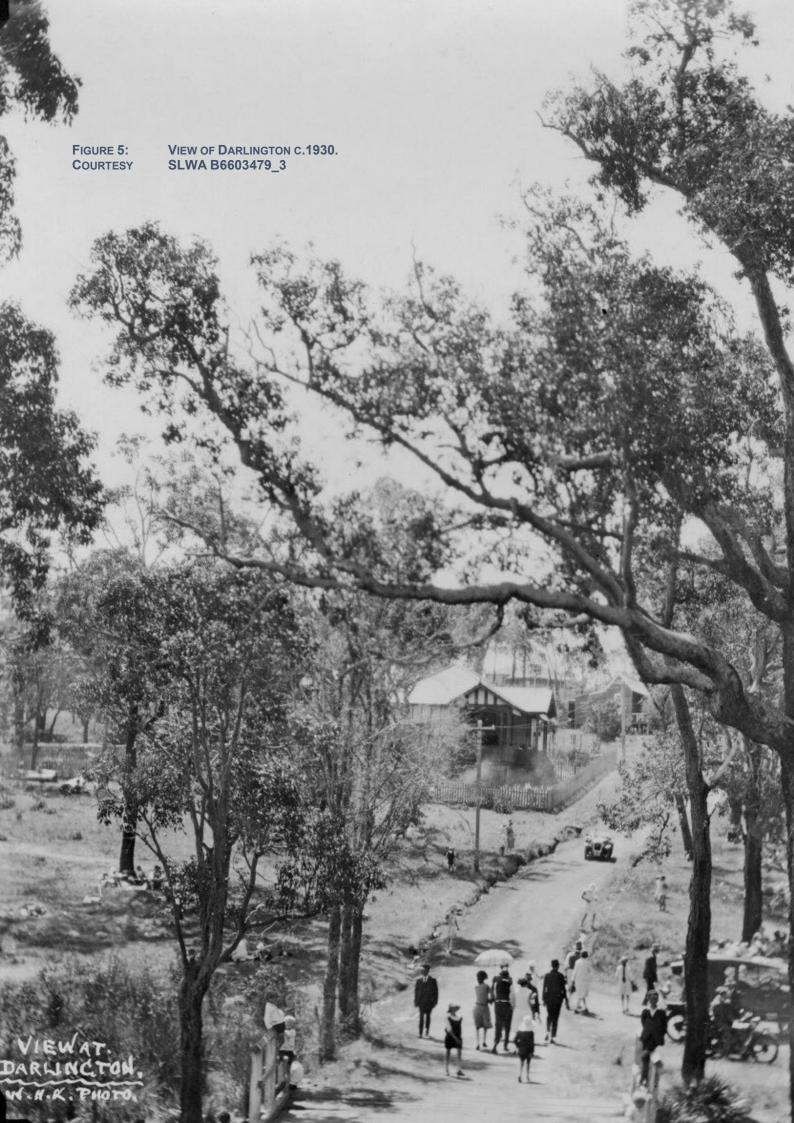
This was identified in the vision of the Economic Development and Tourism Strategy which stated that the shire is "celebrated for both its European and First Nations history and heritage".

The Corporate Business Plan 2022/23-2025/26 establishes the priorities,

projects, services and actions required to be able to deliver the vision set out in the Strategic Community Plan. The objective of preserving the local heritage buildings and places of interest is included in the Corporate Business Plan. The Heritage Strategy was an identified project in the plan.

The actions identified in the Heritage Strategy need to align with the visions of the Strategic Community Plan and the Corporate Business Plan.





6.0 Review of Shire of Mundaring's Current Heritage Management Framework

The strategic direction for heritage management should be informed by strengths and weaknesses, opportunities and threats of the Shire's current heritage management framework.

A desktop analysis of the Shire's statutory and strategic framework has been undertaken which revealed the following outcomes.

Strengths

- The Shire has a rich Aboriginal and post settlement history.
- ▼ The Shire has an adopted Heritage List.
- PS-02 Heritage Policy provides some advice on protecting and developing heritage places.
- Mundaring and Hills Historical Society operate the Mundaring District Museum.
- Recognition of heritage and culture in a number of Shire strategic plans.
- Heritage walks that illustrate several of Mundaring's heritage places (some of which are advertised on national websites).
- An active community that is engaged and committed to the protection and promotion of Aboriginal and post settlement heritage places in the Shire.
- Public Art Strategy.
- Online community heritage platform which forms part of the Shire's Engage Mundaring website.
- Mundaring and Hills Historical Society receive funding from Shire of Mundaring through a four year service agreement.
- Heritage overlay included in the Shire's GIS online platform.
- Building condition reports for all Shire owned heritage buildings.

Opportunities

- The MHI is out of date having been prepared in 1997, with only a minor review in 2015.
- ▼ No conservation management plans for Shire owned heritage places.
- No grant opportunities or other incentives for heritage places or projects.
- Lack of knowledge of heritage and heritage related issues outside the key personnel within the planning department.
- Lack of interpretation around the Shire and no interpretation strategy to inform future interpretation.

Strengths

- Greater synergy between Aboriginal and Post Settlement interpretation, histories and cultures.
- New interpretative centre providing opportunity to develop provision of history and heritage services.
- Corporate Business Plan 2022/23-2025/26 demonstrates strong community support to maintain the heritage of the area.
- Strategic Community Plan 2020-2030 delivering on community's vision for the local area including the preservation of local heritage buildings and places of interest.
- Economic Development and Tourism Strategy 2023-2028 recognises the rich history of the area and how this could contribute to the visitor offering for the shire.
- Shire of Mundaring staff are keen to apply knowledge of heritage processes to achieve good outcomes.

Threats

- Heritage not under threat so tends to fly under the radar however this can lead to a loss of heritage in the long run if processes are not in place the manage the finite resource.
- Limited financial resources for heritage and heritage related projects.



7.0 Heritage Process

Management of heritage is based on a process of four themes:



KNOWING Identifying, assessing and documenting heritage places

PROTECTING Statutory controls, heritage policy, guidelines

SUPPORTING Managing heritage places and providing support

CELEBRATING Raising awareness and appreciation of heritage in the local area

8.0 Strategy Action Plan

The following actions are based on the desktop review of existing documents and processes, interviews with key stakeholders, conversations with local heritage groups.

Actions must be realistic and capable of being delivered with achievable outcomes. All actions have resource and cost implications and are not all capable of being delivered at once. A number of the actions can be undertaken in-house whilst others will need outside resources to be delivered.

A priority system has been established allowing for a gradual programming of implementation.

Priority

Short term Within 24 months

Medium term Two to four years

Long term Beyond four years

Ongoing A number of processes have already been implemented and

require on-going implementation.

Knowing Action **Comment and Outcomes Priority** Adopt best practice for the HERCON criteria have now On-going assessment for places with local been adopted by Heritage Council bringing WA's heritage significance. assessment criteria in line with the national protocols. Whilst the existing values are still used, local governments are now moving to the new assessment criteria. Outcome Achievement of consistency in terminology across Local **Government Authorities** enables meaningful comparisons and eases communication with DPLH in

relation to heritage places.

0	Knowing		
K.2	Action Thematic History	Update prior to the LHS review to develop framework for understanding significance. Outcome	Short term
		An opportunity to integrate Aboriginal narratives as well as other less known histories.	
K.3	Local Heritage Survey	Update existing LHS and call for new nominations. Existing MHI is out of date and does not reflect current standards for heritage surveys or assessment. Ensure all statements of significance accurately reflect the significance of the place. Outcome Provides consistent and accurate information for all stakeholders.	Short term
K.4.	Identify and capture potential places for future assessment in the Local Heritage Survey.	Maintain a record of places that may have cultural heritage value that have been identified by the community or Shire Officers. Outcome Captures information for future reviews of the Local Heritage Survey.	On-going
K.5	Identify Local Heritage Survey gaps	Ensure the LHS covers the entire shire and reflects later styles of architecture and uses that have previously been omitted. This action is best achieved through engagement and cooperation with the community.	Short term

0	Knowing		
	Action	Comment and Outcomes Outcome	Priority
		The LHS will more clearly reflect the full history of the Shire.	
<.6	InHerit	Update InHerit database once LHS review completed.	Medium term
		Outcome Ensures that all information gathered is widely accessible.	
< .7	Heritage List	Update Heritage List following completion of LHS.	Long term
		Outcome Demonstrates the Shire's commitment to the protection of the most significant places.	
C.8	Archives	Develop archive of heritage assessments, conservation plans, archival records, and photographs and information of places not currently included in any heritage database. Access to be provided to all staff members.	Long term
		Outcome Will increase knowledge within the staff.	
< .9	Council owned asset register for heritage places	Ensure the Building Assets, Infrastructure and Building Departments know about Shire owned heritage places. Outcome Provides consistency with the management and use of heritage places.	Short term
<.10	Online details about Aboriginal Heritage Sites	Information regarding these sites can be obtained from the ACHIS website. It is	On-going

00	Knowing		
	Action	Comment and Outcomes recognised that this database is constantly revised and is edited for a general audience. All information should be confirmed with the local community.	Priority
		Outcome Increase awareness of Aboriginal heritage sites across the shire.	
K.11	Heritage on the Shire's website	Continue the heritage portal and ensure information is available or provide links to outside heritage organisations.	On-going
		Outcome Provides an educative purpose.	
K.12	Heritage layer to the GIS mapping system	Ensure the heritage details on the Shire's mapping system are kept up to date.	On-going

Protecting		
Action	Comment and Outcomes	Priority
Ensure that heritage forms part of the Shire's strategic planning and is included in relevant strategic plans and master planning	Heritage elements are often disregarded or not given appropriate consideration in strategic plans or master plans and can be lost as a result. Outcome Retention and protection of more heritage places.	On-going
Heritage Policy	Update heritage policy to reflect <i>Heritage Act 2018</i> .	Short term
	Outcome Provides clear direction for all stakeholders.	
Conservation Management Plans for Shire owned heritage places	All Shire owned heritage places should have a conservation management plan to guide change and works to these places. All relevant departments within the Shire should be made aware of these documents and refer to the policy and statement of significance prior to undertaking any works.	Medium term
	Outcome Provides clear guidance for the Shire Officers.	
Design Guidelines	Provision of design guidance to inform owners of acceptable development outcomes and assist decision makers in considering development approvals. Outcome Provides clear guidance for the Shire Officers and stakeholders	Medium term
	Ensure that heritage forms part of the Shire's strategic planning and is included in relevant strategic plans and master planning Heritage Policy Conservation Management Plans for Shire owned heritage places	Ensure that heritage forms part of the Shire's strategic planning and is included in relevant strategic plans and master planning Heritage Policy Heritage Policy Conservation Management Plans for Shire owned heritage places Conservation Management Plans for Shire owned heritage places should have a conservation management plan to guide change and works to these places. All relevant departments within the Shire should be made aware of these documents and refer to the policy and statement of significance prior to undertaking any works. Outcome Provides clear guidance for the Shire Officers. Design Guidelines Provision of design guidance to inform owners of acceptable development outcomes and assist decision makers in considering development approvals. Outcome Provides clear guidance for the Shire Officers and

-0:1	Protecting		
لما	Action	Comment and Outcomes	Priority
P.5	Disposal process for Shire owned heritage places	Disposal of surplus Shire owned heritage places could include new owners entering into a heritage agreement to ensure on-going conservation of the place.	Medium term
		Outcome Provides clear guidance for the Shire Officers	1

	Supporting		
- C	Action	Comment	Priority
S.1	Heritage Working Group	Establish a working group to assist with the review of the LHS and to access knowledge held within the community about the history and heritage places in the Shire.	Short term
		Outcome A mutually beneficial process that educates the community and Shire Officers to build networks and engender trust across the Shire.	
S.2	Grants	Consider introducing small grants which can assist owners in undertaking appropriate conservation works or contribute towards the cost of preparing a Conservation Management Strategy for their property. Outcome Will lead to the ongoing	Medium term
S.3	Incentives	Consider waiving development application fees for works on heritage places that would normally be exempt from development approval. Outcome	Medium term
		Encourages the protection of heritage places.	
S.4	Access to Heritage specialist	Shire Officers having the opportunity to obtain advice and/or assistance from an external Heritage specialist Outcome Will assist with the decision	Short term and on-going
		making process involving heritage related matters	

	Cupporting		
	Supporting	0	Duissit
S.5	Action Offer access to professional advice to owners of heritage places	Comment Consideration to be given for the Shire to pay for an hour of a Consultant's time to offer advice to owner's of heritage places that are considering works. Outcome Encourages the protection of heritage places.	Priority Medium term
S.6	Support to local heritage groups	Continue on-going support for local heritage groups. Specific projects could include: Oral History projects Digitisation of collection Training of volunteers Outcome Improves skills within the Local Heritage groups which will lead to better heritage outcomes.	On-going
S.7	Access to heritage information	Provide current heritage information on the Shire's website and online mapping Outcome Improves skills and knowledge for stakeholders	On-going
S8	Develop technical advice and other resources that will assist owners of heritage places with conservation and maintenance of these places	These resources are to be included on the Shire's website and heritage portal. Links to the DPLH website should also be included, providing access to a range of documents and information. Outcome Will lead to better heritage outcomes through more informed decisions.	Short term

Y	Supporting		
	Action	Comment	Priority
S.9	Provide information to Shire Officers regarding heritage	Provide advice on the types of heritage listing and the associated implications, as well as other matters relating to heritage to ensure heritage is correctly considered in all council operations. Outcome	Short term
		Better heritage outcomes through informed decisions.	

1			
THAT I	Celebrating		
C1	Action	Creating an interpretation	Priority
C.1	Interpretation	Creating an interpretation strategy for Shire owned heritage places.	Long term
		Outcome Educates the wider community about the heritage places in the Shire.	
C.2	Integration of Aboriginal heritage and stories	Work with Aboriginal groups to celebrate their history and culture.	Short term and on-going
		Outcome Continues to build upon the actions in the Reconciliation Action Plan.	
C.3	Digital heritage	Work with local heritage groups to produce a digital walking trail app providing information on heritage places on the walking trails.	Medium term
		Outcome Educates the wider community about the heritage places in the Shire.	
C.4	Access to local history collections	Collaborative approach to providing access to the public both online and in person.	Long term and on-going
		Outcome Educates the wider community about the history and heritage places in the Shire.	
C.5	Public art	A public art policy has been adopted by the Shire.	On-going
		Outcome Public art can contribute to the interpretation and celebration of history and heritage.	

	Colobration		
DITT.	Celebrating	0	D.C. CI
C.6	Action Heritage trails and Signage	There are a number of heritage trails around the shire that include heritage places. Further interpretation and alternative formats of walk guides should be considered. Individual places can have standalone signs with relevant information to inform the community. Outcome Educates the wider community about the history and heritage places in the Shire.	Priority Short term
C.7	Heritage awards	Introduce annual heritage awards which showcases heritage projects by the local community. Outcome An opportunity to acknowledge and celebrate heritage places and the people who work with them.	Long term
C.8	Maintain online community heritage platform	Continue to update the heritage web portal with news items, requests for new nominations for heritage listings, sharing stories and photographs. Advertise DPLH heritage grants for state registered places. Outcome Educates the wider community about the heritage places and resources in the Shire.	On-going
C.9	Continue to promote adaptive reuse of Shire owned heritage places and encourage innovative ways of adapting	Outcome Adaptive reuse is a sustainable method of conserving heritage places and ensuring they	Long term and on-going

HULL	Celebrating		
	Action	Comment and Outcomes	Priority
	privately owned heritage places	remain relevant.	
C.10	Heritage Day	Consider promoting the local heritage through heritage open days providing access to Shire owned places and working with the community to share their heritage places. Outcome Educates the wider community about the heritage places and resources in the Shire.	Medium term
C.11	Dual naming	Geographical features and places were named by the Traditional Owners of the place prior to Post Settlement occupation. Outcome These names are intrinsically connected to an Aboriginal group's heritage and connection to land. Dual naming allows a place or feature to be recognised by both names.	Medium term
C.12	Naming of parks and reserves	Outcome Local parks and reserves can be named after people who have made a long and valuable contribution to the Shire of Mundaring and have been held in high esteem for their achievements.	Short term and on-going
C.13	Celebration of historical events	Outcome Celebration of historical events is a way of bringing the community together in a fun and engaging manner to celebrate the history and heritage of the area.	Medium term and on-going

THAT	Celebrating		
티디디	Action	Comment and Outcomes	Priority
C.14	Heritage at night	Outcome Lighting up Shire owned heritage places at night to showcase buildings and also add elements of interest to the streetscape after hours.	Medium term
C.15	Investigate opportunities to promote the history and heritage of the area with other local organisations.	Outcome Increased awareness of the local heritage	Long term
C.16	Exhibitions	Photograph and art exhibitions showcasing the local heritage can be held in Shire owned buildings.	Ongoing
		If undertaken on a collaborative basis, local groups and businesses can also take part.	
		Outcome Promotes and educates the heritage of the Shire of Mundaring.	

Figure 6: Heritage Trail Maps and Information Provided at the Visitor Centre and Museum PETELS RAILWAY HERITAGE WALK Visitor Map
Perth Hills Mundaring PERTH Parkerville Heritage PERTH Glen Forrest Heritage Village Darlington WALKABOUT PERTH Mundaring Mundaring Weir Interpretation RELAX EXPLORE DISCOVER THE MUNDARING & HILLS TORICAL SOCIETY INC. stern Railway twork Mundaring District Museum FIGURE 7: MUSEUM DISPLAY

9.0 Implementation, Review and Monitoring

The implementation of the recommended actions will require a commitment from the Shire in terms of staff resources and funding. Many of the actions are a continuation of existing processes which have opportunities for further enhancement and can be introduced relatively easily and with minimal cost/resource implications. Others will require future planning and possible outsourcing to external consultants and groups to be delivered.

It is recommended that implementation of the actions will be monitored with progress reports back to Council if requested. In this way the outcomes can be measured and where appropriate the actions can be revised. It is further recommended that the Heritage Strategy be fully reviewed every five years to further determine how heritage should be managed and how it can continue to make a valuable contribution to the attraction of the area.

To be successful the Strategy requires:

- Endorsement by the Council to establish the heritage management framework within the Shire.
- Commitment by Shire staff to implement actions with a dedicated officer to monitor the success.
- Allocation of resources and funding to allow for the actions to be implemented within the recommended timeframes.