

Conservation Plan

STUDY BRIEF

Introduction to Conservation Plans



This Study Brief was originally derived from a base document developed by the Department of Contract and Management Services. The Heritage Council of Western Australia acknowledges and appreciates the opportunity to utilise this brief.

This Study Brief was reviewed and amended in October 2002. It provides an outline of the sections and information to be included when preparing Conservation Plans.

A Conservation Plan is recognised as the primary guiding document for the conservation and future use of a place. The main objective of the Conservation Plan is to ensure that all future decisions about a place are carried out with regard to its cultural heritage significance.

The Conservation Plan should be presented in a manner, which is suitable for use by the Heritage Council of Western Australia, by conservation practitioners, and by owners and occupiers who may not be familiar with conservation philosophy and practice.

Background information should include:

- why the Conservation Plan is being prepared including acknowledgment of funding as appropriate;
- brief description of the history of the place including former uses;
- information about the place from the client and/or other relevant bodies;
- drawings or references to known primary and secondary sources; and
- heritage listings/status for the place.

Specific requirements are as set out in this brief. In general, the work should be carried out in accordance with the guidelines and principles of J. S. Kerr's *The Conservation Plan*¹ and the *Australia ICOMOS Burra Charter, 1999*² (or *The Illustrated Burra Charter*³). Reference should be made to the 'Guidelines to the Burra Charter: Cultural Significance', 'Guidelines to the Burra Charter: Conservation Policy' and 'Guidelines to the Burra Charter: Procedures for undertaking studies and reports'. The document should also be produced in accordance with *Style Manual for Authors, Editors and Printers, 2002*⁴.

The Australian Natural Heritage Charter: Standards and Principles for the Conservation of Places of Natural Heritage Significance should also be used when relevant.

When providing quotations for Heritage Grants Program funded Conservation Plans, consultants are requested to make clear to the Heritage Council if any parts of the information required by this brief are excluded from the quotation.

If there have been time or other constraints during the preparation of the Conservation Plan, these should be addressed in the relevant sections.

Where the Heritage Council is not a client, variations to Conservation Plans not in accordance with this brief should be agreed between the consultant and the commissioning body. For such Conservation Plan reports, the Heritage Council would appreciate the opportunity to offer review comments at draft stage, and to receive a copy of the final report for Heritage Council records.

¹ J. S. Kerr, *The Conservation Plan*, National Trust of Australia (NSW), 2000, fifth edition.

² *The Australia ICOMOS Charter for Places of Cultural Significance (The Burra Charter)*, 1999.

³ Marquis-Kyle, P. & Walker, M., *The Illustrated Burra Charter*, Australia ICOMOS, 1992.

⁴ Australian Government Publishing Service, revised by Snooks & Co., *Style manual for authors, editors and printers, 6th Edition*, John Wiley & Sons, 2002

Conservation Plans should include the following sections:

EXECUTIVE SUMMARY

The principal findings of the report should be summarised and appear at the beginning of the Conservation Plan as an Executive Summary. This section should be concise, self-contained and easily understood by a broad audience.

The Executive Summary should include: why the study was prepared; a description of the study area; a brief historical overview; a brief physical description; the Statement of Significance; the intentions of the Conservation Policy; and, a summary of the Conservation Policy and Implementation Strategy.

INTRODUCTION

The introduction should include:

- background information about the place and the study including a description of the study area and a list of all buildings/features on site;
- ii) a location plan showing the regional (broad) context of the place, a location plan showing the local context of the place, and a clearly defined study area/site plan, shown graphically, listing all buildings on site, including land title information and also showing a defined curtilage/boundary for the site;
- iii) current heritage listings of the place;
- iv) an outline of the methodology employed by the consultant in the preparation of the report;
- v) study team and management structure for the project; and
- vi) acknowledgments.

EVIDENCE

The sections of the report presenting the documentary and physical evidence should avoid subjective statements and critical assessment of the implications of the evidence.

The assessment should be carried out in accordance with the 'Guidelines to the Burra Charter: Cultural Significance'. In the preparation of documentary and physical evidence, consideration should be given to the items listed in Section 3.2 of the Burra Charter Guidelines. These are as follows:

Collection of Information

Information relevant to the assessment of cultural significance should be collected. Such information concerns:

- i) the developmental sequence of the place and its relationship to the surviving fabric;
- ii) the existence and nature of lost or obliterated fabric;
- iii) the rarity and/or technical interest of all or any part of the place;
- iv) the functions of the place and its parts;
- v) the relationship of the place and its parts with its setting;
- vi) the cultural influences which have affected the form and fabric of the place;
- vii) the significance of the place to people who use or have used the place, or descendants of such people;
- viii) the historical content of the place with particular reference to the ways in which its fabric has been influenced by historical forces or has itself influenced the course of history;
- ix) the scientific or research potential of the place, including, for archaeological features, special consideration for the potential of material to reveal information;
- x) the relationship of the place to other places, for example in respect of design, technology, use, locality or origin; and
- xi) any other factor relevant to an understanding of the place.

Illustrations, plans and photographs (with sources and captions) which illustrate and/or support the documentary and physical evidence should be reproduced in the relevant section. Other items supporting information in the evidence may also be included as an appendix. These may include Certificates of Title, HCWA assessment documentation or municipal heritage listings.

The documentary and physical evidence should be presented as separate sections in the report. **Note:** Technical expertise should be used appropriate to the condition and nature of the place. This evidence should also be presented as a separate section in the report. Other experts may include a landscape architect, historical archaeologist, or structural engineer.

1. DOCUMENTARY EVIDENCE (to be prepared by an historian)

The documentary evidence is to provide:

- i) pre-European occupation (where relevant);
- ii) historical context - for example, its place within the development of a locality/region or its association with the development of a particular industry;
- iii) a history of the place from its establishment/construction up to the present day including its role and associations; and
- iv) a summarised chronology of major events.

Dates of registration/listing on various heritage registers should be included in the documentary evidence.

The documentary evidence should be based on primary source material where possible. If no primary sources have been located, secondary source material should be used. In the event that the documentary evidence has been based on secondary information, this should be acknowledged in the introduction to the section.

Where an unsuccessful attempt has been found to locate information, this should be noted in the documentary evidence (types of sources and depositories/locations searched).

Potential oral sources of information may also be investigated and, where possible, archival plans and photographs are to be provided to document the development of the place.

2. PHYSICAL EVIDENCE (to be prepared by an architect, historical archaeologist, engineer and/or landscape architect or other person with expertise as appropriate to the nature and condition of the place)

The physical evidence is to provide:

- i) the context of the building(s)/features within the landscape/setting;
- ii) a description of the current function of the place and building(s); and
- iii) a description of the surviving fabric (including any artefacts/movable heritage) for each physical element.

For complex sites with a number of buildings and/or physical features, each element should be discussed in a separate sub-section.

For archaeological sites, a description of all features remaining on the site and the relationship between structures remaining on the site, artefact scatters and any exotic vegetation should be included. The description should also include any depressions or mounds that do not appear to be natural.

Floor plans of major built elements should be included in the physical evidence. Current photographs should be taken to document the present form and the internal and external condition of the place and building(s). Plans and photographs should be sourced and dated.

Room by room schedules should be prepared noting the nature of the principal elements, their condition and authenticity. These schedules should be included as an appendix.

If there are buildings on site that are unlikely to be significant under the HCWA criteria, it may not be necessary to prepare room schedules for such buildings.

3. ANALYSIS OF THE DOCUMENTARY AND PHYSICAL EVIDENCE

This section should address the following points:

- i) The sequence of development of the place based on the documentary and physical evidence. This should be presented as a chronology focussing on major changes to the fabric of the place, including changes to earlier finishes and decorative details, and identifying structural alteration to the fabric. For archaeological sites, any later building or activity on the site which altered the use patterns should be described and the impact of that activity on previous occupancy noted. It is recommended that this sequence also be presented graphically.

- ii) Discuss and identify any questions not resolved about the development of the place or any conflicts arising from the documentary and physical evidence. This sub-section should also identify any areas of further research such as archaeological investigations, historical research, etc.
- iii) Comparative analysis of the place. The purpose of this sub-section is to provide supporting evidence for the assessment of the rarity and/or representativeness of the place. This could discuss a range of issues such as use, period, region, association or style. Suggested sources of comparative information are the HCWA database, the Department of Housing and Works database, Thematic Histories, and Municipal Heritage Inventories. A conclusion should be stated, rather than merely providing a list of comparative places.

Note: The analysis section should be cross-referenced to relevant sections of the documentary and physical evidence.

4. ASSESSMENT OF SIGNIFICANCE

The aim of this section is to discuss the issues arising from the documentary and physical evidence which contribute to the significance of the place. The assessment of significance must derive from the evidence presented in previous sections and no new information should be introduced.

The assessment of significance is set out using the Heritage Council's 'Criteria of Cultural Heritage Significance for Assessment of Places for Entry into the Register of Heritage Places'. It aims to establish the 'nature' and 'degree' of significance in terms of aesthetic, historical, scientific and social significance, as well as rarity and representativeness.

The assessment of significance should take into account:

- i) the assessment of the complex as a whole (within both a state and a regional context);
- ii) the assessment of component parts or aspects;
- iii) the identification of elements/aspects of particular significance; and
- iv) the assessment of the authenticity (fabric), integrity (use) and condition of the place and the identification of elements of little significance or those that are considered to be intrusive.

Note: The assessment of significance and the Statement of Significance should be cross-referenced to the evidence in the previous sections.

5. STATEMENT OF CULTURAL HERITAGE SIGNIFICANCE

The Statement of Significance is the primary means by which a place is preserved and conserved. It must be based on the statements made in the assessment of significance (no new information should be introduced) and it must form the basis of the conservation policies and policy implementation. This section must address whether the place is significant, why it is significant and how it is significant.

The values identified in the assessment of significance should be **summarised** into a concise and succinct Statement of Significance. Statements should be written in descending order with each point able to stand and make sense on its own.

Note: The assessment of significance and the Statement of Significance should be cross-referenced to the evidence in the previous sections.

6. GRADED ZONES, SECTIONS AND ELEMENTS OF SIGNIFICANCE

The purpose of this section is to identify and discuss zones, sections and elements of the place that have varying degrees of significance. These gradings should be considered in relation to the evidence, the assessment of significance and authenticity. All parts of the study area, including landscape, setting, building(s), physical features and elements should be assessed in this section.

The graded levels of significance must be presented graphically, with the various zones, sections and elements easily distinguishable. Separate plans may be provided for ease of presentation. Whether to include graded zones, sections and/or elements will depend on the nature and complexity of the place.

Do not use colours to indicate different zones and elements on diagrams, as they do not reproduce well. Hatching/shading should be used to show different gradings, with a key to this grading included on the same page as the plan.



Generally, a five tier grading system is used to identify those parts of the place that are of:

- exceptional significance
- considerable significance
- some significance
- little and/or No significance (neither contributes nor detracts from the significance of the place); and
- intrusive (detracts from or has an adverse affect on the significance of the place).

Refer to Section 7.2 (iv) below for further explanation of these gradings.

All five tiers may not apply to each place. This will depend on the nature of the place and the assessment of significance. Conversely, if a place is particularly complex, additional gradings may be required.

Note: Integrity, authenticity and condition should be considered in association with the zones of significance in the conservation policy section.

7. CONSERVATION POLICY

The aim of this section is to establish clear policies based on the Statement of Significance and the evidence presented in the previous sections. In general, the policies should address how to:

- retain or reveal significance of the place;
- identify feasible and compatible uses for the place;
- meet statutory requirements; and
- work within procurable resources.

Policies should be clearly numbered and highlighted using a **bold** or *italicised* format. Policies should be discussed in supporting text.

The following points must be addressed in the Conservation Policy.

7.1 Introduction

This section should contain:

- an explanation about the purpose of conservation policy;
- a summary of the major issues considered and cross referenced to more specific policy statements; and
- key policy statements which establish a conservation framework for all future decisions and work.

7.2 Policies Arising out of the Cultural Heritage Significance of the Place.

The following points should be discussed as appropriate:

- The relevance of the Burra Charter.**
- Identification of general actions and controls to conserve the cultural heritage significance of the place.** This should be directly related to the Statement of Significance.
- Opportunities arising from the Statement of Significance.**
- Policies arising from the graded zones, sections and elements of significance.**

To ensure a consistent approach to the conservation of places, it is recommended that the policies for the different zones and elements be based on those provided below. It is expected that these will be developed to include reference to site specific issues such as landscape, archaeology, moveable heritage, etc.

Zones of exceptional significance

The fabric of such spaces or elements should be preserved or restored in such a way as to demonstrate their significance. Furnishings and decoration should respect the historic character of the place and activities controlled so as not to prejudice the association of the spaces with their significant use(s).

Intrusive elements should be removed (after photographic recording) and new finishes that are detrimental to the significant fabric should not be applied. Building elements that are damaged are to be restored.

Adaptation is acceptable to the extent of introducing new services, provided this does not adversely affect the significant fabric of the space or element. Structural adaptation is generally unacceptable. However, minor structural adaptation may be considered if it is in keeping with the overall aims of the conservation policy and has minimal impact on the significant fabric. Any alterations to the building fabric should be documented.

For archaeological sites, the area should not be disturbed except in the event of an archaeological dig.

Landscape elements should not be removed without due consideration of their heritage values. Where removal of significant trees is necessary due to their condition, replacement plantings of the same species should be made.

There should be no new works in open space areas which will adversely affect the setting of the place or obscure important views to and from the site.

Zones of considerable significance

The significant fabric of such spaces or elements should be preserved, restored or reconstructed as appropriate. Reconstruction is desirable provided sufficient detailed information is available. Adaptation is acceptable to the extent of installing reversible small fixtures, services and partitions, provided this does not affect any external or internal fabric which is of exceptional or considerable significance. No significant fabric should be removed or action taken to confuse the sense of the space. Structural adaptation is generally unacceptable. However, minor structural adaptation may be considered if it is in keeping with the overall aims of the conservation policy and has minimal impact on the significant fabric. Any alterations to the building fabric should be documented.

For archaeological sites, disturbance of the area should be avoided where possible. Where disturbance cannot be avoided, an archaeological examination should be undertaken prior to other works taking place.

Landscape elements should not be removed without due consideration of their heritage values. Where removal of significant trees is necessary due to their condition, replacement plantings of the same species should be made.

There should be no new works in open space areas which will adversely affect the setting of the building or obscure important views to and from the site.

Zones of some significance

The significant fabric of such spaces or elements should be preserved, restored or reconstructed as appropriate. Adaptation is acceptable to the extent of installing fixtures, services and reversible partitions provided this does not affect the significant external and internal appearance of the building. Discrete structural additions and openings can be made. New or different finishes are acceptable, provided these do not obscure or damage important evidence of significant materials and finishes. Any alterations to the building fabric should be documented.

For archaeological sites, disturbance of the area should be avoided where possible. Where disturbance cannot be avoided, an archaeologist should be present when works are undertaken in order to identify and/or collect material of archaeological significance.

Landscape elements should not be removed without due consideration of their heritage values. Where removal of significant trees is necessary due to their condition, appropriate replacement plantings should be made.

There should be no new building work in open space areas which will adversely affect the setting of the building or obscure important views to and from the site.

Zones of little or no significance

The fabric of such spaces or elements may be retained or removed depending on the future use requirements. However, care should be taken to ensure that any such works do not detract from the significance of adjoining spaces or elements. Before removal ensure that comprehensive photographic and graphic recording is completed.

Intrusive zones

Intrusive spaces or elements have been identified as detracting from the significance of the place and their removal, and/or replacement with more appropriate detailing, should be encouraged. Their removal needs to be assessed against other considerations, such as function and economics, before implementation. Before removal/demolition, ensure that comprehensive photographic and graphic recording is completed.



- **Policies Related to the Physical Setting**

- a) Any landscape issues within the study boundaries which may not have already been addressed above.
- b) The impact of the setting, surrounding development and/or use in relation to the significance of the place.

- **Interpretation**

It is considered desirable to interpret the history and significance of a heritage place for visitors and/or users.

This policy section should discuss broad principles or themes for appropriate methods and expertise for interpretation, use of interpretive material, and/or future recommendations.

7.3 Policies Arising from the Physical Condition of the Place

The implications of the current physical condition of the place should be assessed and policies developed in this section. Structural engineering reports may be commissioned as appropriate and the findings/recommendations used to develop policy.

The following points should be considered:

- i) The nature, urgency and potential impact of any current or proposed maintenance works.
- ii) The nature and urgency of any maintenance works identified as being required (as part of the physical inspection for this report). These may be used in the development of future works and/or maintenance.
- iii) Any other relevant issues, such as the possibility of hazardous materials or the need for pest inspection/control.

Works should be prioritised in terms of urgent works (to be actioned immediately), short term works (two years), medium term works (five years), long term works (ten years) and desirable works.

7.4 External Requirements

The following issues should be considered and policies developed accordingly:

i) Current Heritage Listings/Registrations

Discuss current heritage listings for the place, including a description of what is registered, the date of the listing and the implications of the listing. Discussions of listings should include, but not necessarily be limited to:

- Register of Heritage Places (Heritage Council of Western Australia);
- Classified List (National Trust of Australia [WA]);
- Municipal Heritage Inventory (refer to the relevant local government);
- Town Planning Scheme (refer to the relevant local government);
- Register of the National Estate (Australian Heritage Commission);

If the place is entered into the State Register of Heritage Places the implications of registration should be discussed in detail, particularly in relation to the statutory requirements regarding the development process. This issue should also be discussed if the report is recommending that the place be considered for entry into the Register.

Further to the above and based on the findings of the assessment of cultural heritage significance, if the Consultant believes the place is worthy of inclusion in any heritage list (and has not yet been considered for that list), a recommendation to that effect should be made.

ii) State Government Policy

If the place is owned by the State Government reference must be made to the *Government Heritage Property Disposal Process*. Also discuss other Government policy that may be relevant to the use or function of the place.

iii) Statutory Requirements

Consider the possible impact of Town Planning Schemes, Health Acts, Building Code regulations, the Disability Discrimination Act, fire safety regulations, and any other restraints which may affect the place. Identify issues arising from the statutory requirements that may have future implications.

7.5 Requirements and Resources of the Client, Owner, Occupants and/or Users

The following issues should be considered and policies developed accordingly:

- i) Constraints or opportunities arising from the requirements, resources and expectations of the client, owner, occupants, users and/or any other interested parties of the place based on consultation with the relevant parties.
- ii) Possible community attitudes and expectations regarding the place.
- iii) Social, religious or other cultural constraints which may impact on the place.

7.6 Compatible Use

Issues that should be considered are:

- i) the current use, proposed new uses and/or future development and possible impact on the cultural heritage significance of the place;
- ii) areas and/or zones where future development may be appropriate (this should be presented graphically).

Principles

The use to which a place was originally built is always the preferred ongoing use, but if this is not viable then compatible uses are preferred. For example:

- i) maintain the integrity of the place, including retention of interior and exterior spaces;
- ii) require only adaptations that can be easily reversed without causing damage to the significant fabric;
- iii) not require partitioning or fixtures that cannot be easily removed without damaging other fabric;
- iv) not destroy the opportunity for interpretation of the place; and
- v) take the opportunity to conserve fabric described in other sections of the document.

7.7 Other

Identify any other areas not addressed in the above policy sections and develop specific policies on these issues.

If an interpretation or other plan is to be recommended, then specific issues to be addressed in this plan are to be stated and justified. If such a plan is required, the consultant should recommend/nominate the relevant professional expertise to be engaged.

8. POLICY IMPLEMENTATION

The Consultant must determine/identify who will be responsible for policy implementation, a timeframe for the policy implementation, and the process involved:

- i) **Identify who will be responsible for implementing each policy.** This may include the identification of a management structure through which the Conservation Plan may be implemented, day to day management and decision making responsibilities, and the means by which security and regular maintenance can be provided. It may also be appropriate to identify particular skills which should be part of this management structure. Any management structures already in place should be discussed in this section.
- ii) **Determine when each policy should be implemented.** This should be in the form of a time frame that identifies which policies will require immediate action as well as those which may be implemented in the medium or long term. Ongoing implementation requirements should also be covered. A clear definition of the recommended time frame should be included.
- iii) **Determine how each policy should be implemented.** This should indicate/discuss any specific process which should be followed in the implementation of policy.

No new policies should be introduced in this section.

APPENDICES

Any information which may be critical to an understanding of the Conservation Plan report or its preparation should be included as an appendix. Appendices could include such things as:

- i) documentary and physical evidence. For example, title deeds, reports and plans, building schedules, etc.;
- ii) 'Guidelines to The Burra Charter: Cultural Significance' and/or 'Guidelines to The Burra Charter: Conservation Policy';
- iii) the Heritage Council's 'Criteria of Cultural Heritage Significance for Assessment of Places for Entry Into the Register of Heritage Places';
- iv) details of heritage listings/registrations; and
- v) the Conservation Plan Study Brief.

Other issues to be addressed:

REFERENCING

Referencing should follow the format laid out in the Heritage Council's Style Notes for Assessment Documentation dated 25 August 2000. This will be made available to the consultant on request.

In general, referencing should be consistent and include the following information: Author's Name, *Title of Document*, Publisher, Place Published, Year of Publication, Page Number.

All figures, including illustrations, photographs and plans, should have captions and be sourced. The caption should be a description of the item and must be dated.

Footnotes

The source of information, including all quotations, must be footnoted and referenced.

Cross Referencing

The Conservation Plan should be cross-referenced to ensure that information contained within the report is clearly supported by the evidence and that related sections and policies are easily identifiable. Cross-referencing should include:

- i) reference to relevant photographs and figures in documentary and physical evidence;
- ii) reference to relevant sections of the documentary and physical evidence in analysis of evidence;
- iii) reference to relevant sections of the documentary and physical evidence and the analysis of evidence in the assessment of significance and Statement of Significance;
- iv) reference to the graded zones and elements of significance when discussing the corresponding policies;
- v) reference to related policies within the conservation policy section;
- vi) reference to relevant conservation policies in the policy implementation section; and
- vii) other appropriate sections.

Bibliography

A full bibliography (with a **complete list** of all sources used in the documentation and consulted during the compilation of the report) should be included as an appendix to the report. Primary sources and secondary sources should be listed in separate sections in this Bibliography. Please note that sources should be listed in alphabetical order by author's surname.

CONSULTATION

Consultation is an important part of the Conservation Plan. Consultation should be carried out throughout the preparation process and any issues should be addressed/incorporated into the Conservation Plan. Consultation should be undertaken with:

- i) the Client to identify requirements for the place, any proposed major changes to the place and relevant sources of information that may be held by the Client;

- ii) the occupiers/tenants/users of the place to identify their requirements for the use of the place;
- iii) the local government for information about the place and referrals to local sources of information;
 - relevant community groups;
 - the Heritage Council of Western Australia;
 - the National Trust of Australia (WA), Australian Heritage Commission and Department of Indigenous Affairs to ascertain prior listings and assessments of cultural heritage significance; and
 - others as appropriate.

All people consulted during the preparation of the Conservation Plan should be acknowledged in the report's introduction.

Letters of introduction can be supplied on request.

REPORT

- i) The report is to be in A4 portrait format, with A3 drawings if necessary.
- ii) The report must have a table of contents including references to page numbers and must be followed by a list of figures (a list of all plans and photographs).
- iii) Each page of the report should be numbered and contain a header/footer denoting the title of the report and date.
- iv) All plans should be orientated with the north point facing in the same direction.
- v) Draft reports should be of a quality acceptable for review purposes. The word 'draft' should be clearly visible on the draft report.
- vi) One (1) copy of the draft report is to be provided.
- vii) Three (3) bound, laser quality black and white photocopies of the final report are to be provided. (**Note:** Archival standard unbound copies are no longer required.) The provision of an electronic version of the final document (on floppy disc or CD and in addition to the hardcopies) is optional.

REPORT STANDARDS

The standards to be followed are:

- Photographs:** Photographs are to be genuine black and white only (not colour printed black and white) or digital.
- If using either digital photographs or scanned images, laser quality, black and white photocopies of the computer print outs are required (as the long-term stability of computer generated images has not yet been established).
- If including original photographs in one (1) final report, these should be attached by archival tape or glue (i.e. - wheat starch adhesive, neutral adhesive, gummed linen tape).
- Photographs, negatives and/or slides may be lodged with the Heritage Council of Western Australia. They should be labelled numerically, and packaged in archival quality slide pockets, with an index describing each image attached.
- The Heritage Council would appreciate receiving a representative selection of electronic images, in jpeg format, for Heritage Council records and assessment purposes.
- Paper:** Should be of a good quality (i.e. Reflex 80 gsm).
- Photocopying:** Copying must be done on black and white (carbon based) laser quality photocopier.
- Binding:** It is preferred that copies be bound with plastic coated metal spirals. The front cover should be protected with a sheet of clear film.

COPYRIGHT

The contract between the Client and the Consultant should contain appropriate clauses defining who owns copyright of the completed Conservation Plan report.

PRESENTATION MEETING

The Consultant should allow for a progress meeting with the Client before the draft report is submitted. The Consultant should also allow for a meeting to present the document to the Client and other interested parties.

REVIEW

The draft document will be reviewed by the Heritage Council of Western Australia. The Consultant is expected to respond to any comments in writing outlining how comments were incorporated into the final document, or giving reasons why particular comments were not addressed.

STUDY TEAM

It is envisaged that the study team will need to incorporate the skills of a variety of relevant professionals. Specific expertise **must** include:

- **Historical**
- **Architectural**

Other expertise may include:

- Landscape.
- Archaeological.
- Engineering.
- Planning.
- Property Consulting.

The Consultant is to clearly identify personnel working on the Conservation Plan, their credentials and experience, and the management structure for the project.

TIME FRAME

The Consultant is to commence the project one week after appointment.

It is essential that the Consultant maintain a close working relationship with the Client and advise of progress regularly.

The due date for the final draft is 12 weeks after appointment. The final draft should contain information addressing all aspects of the project brief.

The final report is due four weeks after the review period.



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