# **QUEENSLAND HERITAGE STRATEGY:**

protecting, investing in and connecting Queensland's story



For further information regarding Queensland's heritage, please visit the Department of Environment and Heritage Protection at www.qld.gov.au and the Queensland Heritage Council online at www.qldheritage.org.au

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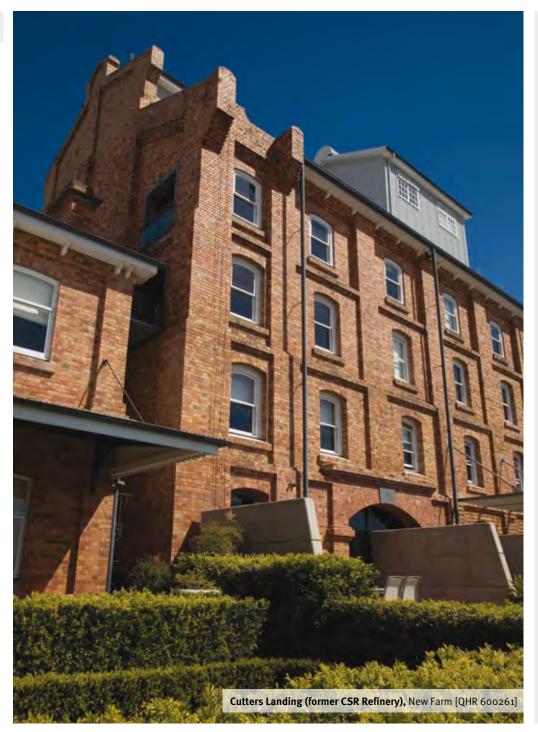
Queensland Cultural Centre, Brisbane [QHR 602844], image courtesy of Tourism and Events Queensland





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## Minister's foreword

The Queensland Government places great value on our state's unique and diverse cultural heritage—and we are committed to protecting heritage places of both state and local significance.

Protecting, conserving and promoting heritage places and their stories plays an important role in creating community identity, sustaining local economies and contributing to Queensland's cultural heritage tourism industry.

The Queensland Heritage Strategy: a ten-year plan was developed in 2009 by the Queensland Government and the Queensland Heritage Council to shape the future management of the state's heritage.

This innovative and ambitious heritage strategy—prepared in consultation with government and the community to provide a sustainable future for the state's heritage—was a first for Queensland and one of the first for Australia.

A mid-term review of the strategy was conducted in 2014, with subsequent amendments in 2015, to ensure the framework for protecting and managing Queensland's heritage over the next five years was on track. The review confirmed that the broad thrust and content of the strategy was enduring and required little adjustment.

The well-considered actions and directions set out in this strategy are crucial to providing a sustainable future for Queensland's heritage—and provide an intrinsic path for my department's role in protecting our important heritage places.

Queensland continues to experience population and development growth, and a strong heritage strategy will help avoid conflicts over, and a loss of, important aspects of heritage.

There are more than 1700 places in the Queensland Heritage Register which are testament to the importance we, as a community, place on caring for those sites that have cultural and natural significance.

Ultimately appreciation for heritage is about people and their ties to the local community—and we all share a responsibility to ensure our irreplaceable heritage places are conserved for present and future generations.

#### Dr Steven Miles MP

Minister for Environment and Heritage Protection Minister for National Parks and the Great Barrier Reef



## From the Queensland Heritage Council

Queensland's unique heritage encompasses an extraordinary array of places, from internationally recognised icons, to places of statewide significance, to those strongly valued by local communities.

The Queensland Heritage Council is pleased to partner with the Queensland Government in the current review of the *Queensland Heritage Strategy—protecting, investing in and connecting Queensland's story.* The revised strategy is the strategic framework for managing our state's heritage, to ensure it is recognised for its important contribution to communities' identity, lifestyle, culture and economy.

The Queensland Heritage Council is a statutory authority with a range of responsibilities, including the provision of independent advice to the Queensland Government on strategic and high priority matters relating to Queensland's cultural heritage. The directions, supporting strategies and priority actions outlined in the strategy provide clear guidance on the responsibilities and leadership of the Heritage Council and the role it will play, in collaboration with government and the community, in implementing the strategy. The strategy's alignment with the recent changes to the Queensland Heritage Act 1992 strengthen its ability to create positive heritage outcomes for our state.

A key role of the Heritage Council is to decide which places are entered in the Queensland Heritage Register. Each entry is carefully reviewed and analysed to ensure the Heritage Register is a comprehensive and representative, statewide record of Queensland's heritage. Close collaboration with local government and local communities is a particular priority in this endeavour. An orderly assessment of the Queensland Heritage Register, to ensure existing places meet the threshold level of state significance is one particular aspect of the strategy that will support appropriate management for heritage places.

The Heritage Council is keenly aware of the vital role played by many private individuals, businesses, organisations and local governments, as owners and custodians, in conserving our rich stock of heritage places for the benefit of the wider community. We strongly support directions and actions to support these groups with their conservation responsibilities. We also welcome the reinforced emphasis in the strategy on recognising the role played by local government in conserving heritage and providing local government with practical assistance in managing local heritage places.

The Queensland Heritage Strategy will enable us to look forward, while conserving our valuable heritage places. I encourage all Queenslanders to support it.

**Professor Peter Coaldrake AO** Chairperson



# Imperial Hotel, Ravenswood [QHR 600446]

## Executive summary

Heritage places contribute to our sense of place, reinforce our identity and help define what it means to be a Queenslander. Heritage places include buildings and structures, cemeteries, archaeological sites, gardens, urban precincts, historic shipwrecks and cultural landscapes.

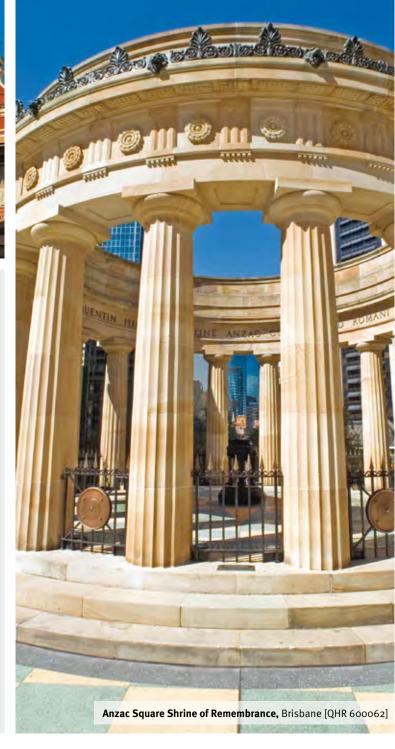
We owe it both to our forebears and future generations to conserve the heritage places that define Queensland's story. As Queensland's economy grows, and population and development pressures are experienced throughout the state, we need a firm heritage strategy to give direction and help to resolve conflicts over, and potential loss of, important aspects of our heritage.

Such a loss would deny Queensland the places that help its communities realise their social, economic and cultural potential

The strategy reflects recent amendments to the *Queensland Heritage Act 1992* including greater clarity and the shift to efficient outcome-based regulation to positively affect protection and development. The strategy establishes a framework for managing Queensland's heritage over the next five years—to allow for growth and development of the State while conserving its valuable heritage places.

This strategy defines how Queensland through the leadership of the government and the Queensland Heritage Council—will manage and coordinate heritage issues that are central to community cohesion, ethos and identity, and is built around three key directions:

- **Leadership:** strengthen and streamline heritage protection
- Investing in Queensland's heritage: a collaborative effort
- Our state—Our heritage: connecting Queenslanders with their heritage



The guiding principles of the Queensland Heritage Strategy are to:

 help Queenslanders understand and value the environmental, social and economic benefits of our shared cultural capital. **'Cultural capital'** is an asset that gives rise to cultural value, adding to the economic value it might possess.

Queensland's rich cultural capital is embodied in the buildings, landscapes and stories we have inherited from our forebears which we have a duty to hand on to future generations.

 integrate sustainability and adaptive reuse of heritage into the state's economy ensuring development maintains cultural diversity.

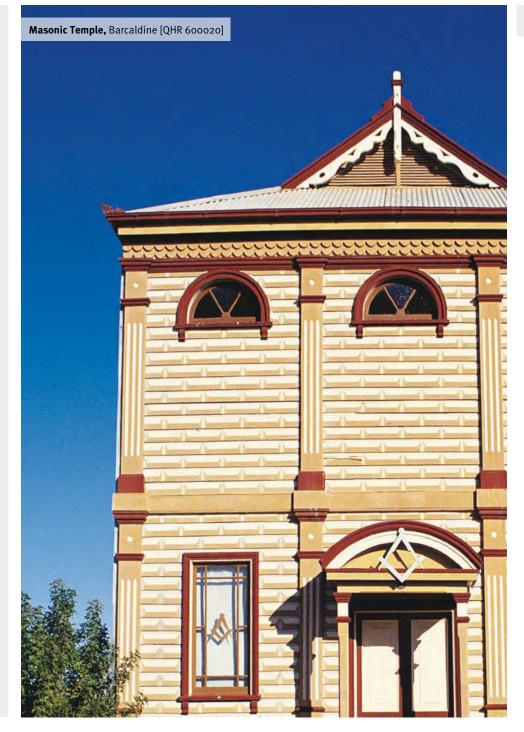
**'Sustainability'** involves integrating economic, environmental and social concerns in longterm development strategies.

**'Cultural diversity'** includes equipment, architecture, customs, environments and memorials representing diverse cultural perspectives and demonstrating how different groups of people lived.

'Adaptive reuse' means encouraging viable use of a heritage place that does not compromise heritage values.

 give Queenslanders certainty about how their living heritage is identified and planned for. **'Living heritage'** is about connecting people, places and history. It includes the representations, expressions, knowledge, stories and skills that communities and individuals recognize as part of their cultural heritage.

Queensland's cultural heritage is part of our common inheritance, and we all—as communities, government, businesses, professional organisations and heritage advocates—share a responsibility to conserve that heritage for future generations.





## The Queensland Heritage Strategy

Heritage places strengthen our communities. They are reference points that are testimony to a community's story—and help distinguish its character.

These historical markers help shape a community's social, economic and cultural potential—and in this way, make a rich contribution to our state's cultural capital. Conserving these heritage places shows we are proud of our heritage whilst recognising the opportunities heritage provides for regional development, innovative world renowned cultural heritage tourism experiences, adaptive reuse, education and community participation.

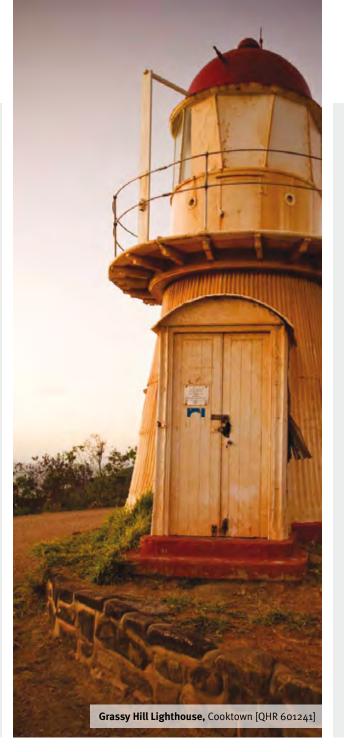
Queensland's economy continues to grow. This presents the state with a range of challenges and opportunities, including those in relation to our heritage.

Achieving a balance of development and protection will always be challenging but with clear expectations, sound information and the right mix of regulation and incentives, Queenslanders can enjoy the economic and social benefits that flow from conserving and interpreting those heritage places that tell our stories.

The Queensland Heritage Strategy provides broad direction for the way government, industry, property owners and community identify, conserve, manage, adaptively reuse and celebrate heritage over the next five years. It also sets a platform for the longer-term, and guides how we value, protect and enjoy the benefits of our diverse and rich heritage.

This strategy equips Queensland with a policy framework that gives Queenslanders certainty about cultural heritage conservation and management, providing for sustainable and managed growth that respects and celebrates our past.

The strategy explains the importance of heritage, outlines how heritage is managed, identifies the main issues of concern and establishes three key directions with supporting strategies and priority actions. It is focused on both state and local heritage places.



## Why heritage matters

'Cultural heritage' is a term commonly used to describe those places that stake a unique claim on our landscapes, lifestyles, hearts and minds. Conserving and adaptively re-using heritage places contributes to sustainable development and helps maintain cohesive communities that have a healthy sense of their own identity.

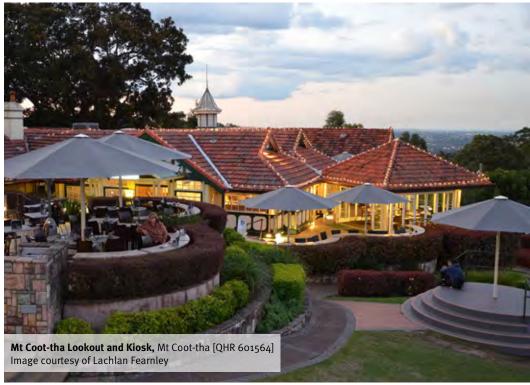
Effective heritage conservation does not require that historic places remain frozen in time and are never altered. Often, the best way to protect historic places is to ensure they remain in active use, are well maintained as living breathing buildings and continue to contribute to our vibrant communities. Effective heritage conservation also acknowledges the need to respond to changing community expectations, technology, fiscal constraints and economic opportunities. Bringing heritage alive through varied approaches and mediums enriches people's lives, often providing a deep and inspirational sense of connection to community and landscape, to the past and to lived experiences.

The state's rich and diverse cultural heritage provides significant opportunities to grow innovative tourism offerings to support Queensland's economy. Conserving and managing our heritage through conservation, business and interpretation planning is essential to unlocking the economic opportunities in creating internationally renowned cultural heritage tourism experiences at heritage places, especially in regional areas.

Other benefits may include the rejuvenation of older areas which can have a positive effect on property values, helping to build stronger communities, providing meeting places, maintaining the embedded energy of existing building stock and a reduction in construction costs and environmental impacts resulting from the adaptive reuse of heritage buildings as an alternative to new construction. Quality urban, regional and rural environments, which retain their cultural identity, attract and connect people to their communities and landscapes.

## Queensland's heritage





Queensland's cultural heritage comprises places from our past that we want to keep, respect and pass on to future generations.

These places have associated stories shaped by the environment, resources and social, economic and political forces as well as the tenacity and creativity of individuals and communities. Some places evoke special meaning for us as individuals, and as members of the Queensland community, who we are and where we came from. These places are tangible expressions of the way people interact with their wider natural, social and economic environments.

These heritage places represent part of our common inheritance: we have a duty to ensure they are conserved and celebrated by our children and their descendants.

Some places have international significance, some are important to the nation, some are important to the state, while others have importance to regional and local communities. Queensland has a diverse cultural heritage and its heritage places sit uniquely on the Australian landscape and in its waters.

Queensland's historic shipwrecks help tell the story of non-Indigenous exploration, trading and settlement. Since the 18th century, more than 1400 ships are believed to have been wrecked or abandoned along the Queensland coastline.



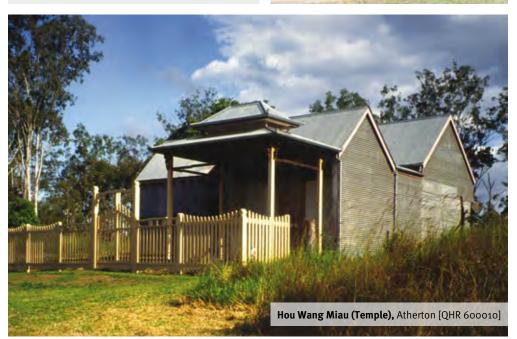


QUEENSLAND HERITAGE STRATEGY

Shaped by the landscape, responding to the climate, and using a once-plentiful timber resource, Queensland developed a unique form of timber architecture—the 'Queenslander'.

These light-weight timber buildings with large corrugated iron roofs are raised on stumps to allow for ventilation, encircled by verandas to provide shade and are able to cool quickly in the evening. An inheritance of the decentralised settlement pattern of Queensland, these identifiably Queensland heritage buildings feature across the state's landscape—from the south-east corner, to western Queensland and north to Cape York.







Queensland's diverse heritage has been shaped by the environment, resources and historical development. The vast mineral wealth and extensive grazing lands have left a legacy of heritage places associated with the mining and pastoral industries. The unique character of Queensland is revealed in mining settlements such as Charters Towers and Mount Morgan, and the pastoral properties with their homesteads, woolsheds and yards.

Queensland, particularly north Queensland, was on the frontline in the Second World War and many heritage places tell the stories of this period—including gun emplacements, airstrips, fuel storage and communication centres.

To care for these places, we need first to know where they are found, why they have value and what those values are. The state-wide survey of Queensland's heritage uncovered a range of places demonstrating themes including our war history, mining, the vernacular 'Queensland' house, cane and cattle and coastal exploration and development. We need to establish contemporary nomination, assessment and management processes ensuring the best of Queensland's heritage places are captured, protected and well-managed into the future.





## How heritage is managed

In Australia, heritage places are assessed and managed at four different levels. This strategy addresses heritage at the state and local levels.

Community and professional organisations play key roles in Queensland's heritage system.

**The Burra Charter**—a nationally accepted standard for conserving places of cultural significance—outlines the best practice principles necessary to identify, care for and manage heritage places.

#### International

World heritage areas are considered the most outstanding natural or cultural heritage places. They are selected by the United Nations Educational, Scientific and Cultural Organisation (UNESCO).

Currently, Australia has 19 world heritage inscribed places. Five are in Queensland, one of the most naturally diverse places on earth; Riversleigh Fossil Mammal Site in the state's north-west; Fraser Island; the Gondwana Rainforests in the south-east; the Great Barrier Reef; and the Wet Tropics in far-north Queensland. The Australian Convict Sites (2010) and the Ningaloo Coast (2011) are the most recently inscribed Australian World Heritage Places.









#### **National**

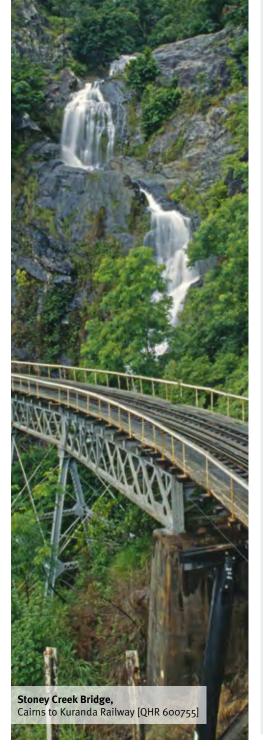
Australia's national heritage comprises exceptional natural and cultural places that define Australia's national identity.

These places are a record of the nation's evolving landscapes and experiences, and are important to the entire country.

Australia's National Heritage List is a register of places or groups of places with outstanding heritage value to the nation—whether natural, Indigenous, historic, or a combination of these.

The Commonwealth Heritage List comprises places on Commonwealth lands and waters or under Australian Government control. Places on these two lists are protected under the Environment Protection and Biodiversity Conservation Act 1999.

The Australian Heritage Council is the principal adviser to the Australian Government on heritage matters and assesses nominations for the National Heritage List. Currently, Queensland has 13 places entered in the National Heritage List, including Queensland's World Heritage Places, and the Glass House Mountains in the south-east, the Dinosaur Stampede at Lark Quarry, the QANTAS hangar at Longreach and the Tree of Knowledge at Barcaldine in central- west Queensland.



#### State

Queensland's heritage is protected by the Queensland Heritage Act 1992. Following a comprehensive review, substantial amendments were made to the Act in March 2008. Further reforms commenced in 2014 to ensure the Act supports vigilant, flexible and skilful protection of Queensland's important heritage places. The Act is written to reflect the spirit of The Burra Charter and establishes the Queensland Heritage Register which contains heritage places that are important to Queensland's story. Development involving registered heritage places is regulated by the Act and state planning legislation.

The Act — administered by the Queensland Government — provides for the conservation of Queensland's heritage for the benefit of the community and future generations. A place is of state heritage significance, and may be entered in the heritage register if it satisfies at least one of eight criteria.

Queensland's Indigenous cultural heritage is protected under specific, separate legislation. Therefore, this strategy does not cover places of significance solely through their association with Aboriginal tradition or Island custom.

The Act establishes the Queensland Heritage Council (QHC)—an independent statutory authority whose twelve members provide independent advice to the government on strategic and high priority matters relating to Queensland's heritage. The Heritage Council decides whether places are entered into or removed from the Queensland Heritage Register, and provides advice to the government about the development of heritage places owned by the state.

The Queensland Heritage Register is maintained and managed by the Department of Environment and Heritage Protection (EHP) which also provides advice, grants exemption certificates and brokers heritage agreements in collaboration with heritage owners.

Development involving a place on the Queensland Heritage Register must take its heritage values into account and be guided by the State Development Assessment Provisions, regulated and guided under the Planning Act.

#### Local and regional

The State Planning Policy (SPP) supports integrated planning at local level and includes cultural heritage as one of 16 state interests identified under five broad themes. The SPP defines what a local government should address in preparing or amending a planning scheme and what must be done for a matter of state interest.

Places that are important at a local level, but which do not necessarily meet the state heritage threshold, are required to be recognised on a local government's heritage register or be identified in the local planning scheme.

# Community and professional organisations

The **National Trust of Australia—Queensland (NTAQ)** is a not-for-profit company that works to identify and conserve Queensland's heritage operating within the framework of the Australian Council of National Trusts.

NTAQ has a large membership across the state, a dedicated band of volunteers and owns and interprets heritage properties that are open to the public.

**Australia ICOMOS** (International Council on Monuments and Sites), a non-government professional organisation closely linked to UNESCO, is the author of The Burra Charter: The Australia ICOMOS Charter for Places of Cultural Significance 1999 which establishes best practice principles and guides heritage conservation in Queensland.

Across Queensland there are many **local historical and heritage societies** that work to identify, conserve and interpret heritage places of importance to their local community, contributing to their sense of identity and enhancing the value of heritage to locals and visitors alike.

Peak bodies such as NTAQ and the Royal Historical Society of Queensland (RHSQ) and professional groups promote best practice principles, foster debate and support further education of practitioners. Interest groups champion issues and fight for causes.

Building design and heritage professionals advise owners on the most appropriate conservation management of heritage places.

#### Owners

Owners are the custodians of Queensland's heritage places and ultimately, play the most important role in managing Queensland's heritage.

## Heritage Management Framework



### **World Heritage**

e.g. Great Barrier Reef

The most outstanding natural and cultural heritage places, selected by UNESCO, five in Queensland.



#### **National Heritage**

e.g. QANTAS Hangar

Exceptional natural, Indigenous or historical places that define Australia's identity—a record of the nation's evolving landscapes and experiences.



#### **State Heritage**

e.g. Longreach Railway Stn

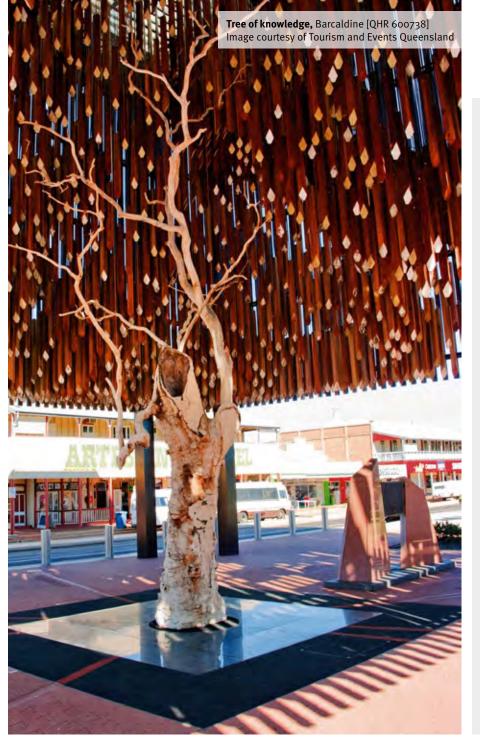
Non-Indigenous places of state significance are listed in the Queensland Heritage Register by the Queensland Heritage Council as set out in the *Queensland Heritage Act 1992*.



#### **Local Heritage**

e.g. Longreach water tower

Places that are important at a local level and do not meet the state heritage threshold are required to be recognised on a local heritage register or be identified in a local planning scheme.



#### Issues

The identification, protection and promotion of heritage places in Queensland continues to require support and resources, and there are a number of outstanding issues to be addressed and systemic gaps that need to be filled.

#### These include:

- unprecedented pressure on heritage places driven by population growth, and the state's economic growth
- the need to promote the economic, social and environmental benefits of adaptively re-using heritage places
- misconceptions about what a state or local heritage-listing means for owners and developers
- the need to keep information current about places on the Queensland Heritage Register
- ensuring the most significant places are represented on the state heritage register
- the need to explore opportunities for continuing state investment in cultural heritage including exemplary best practice adaptive reuse of state-owned places
- untapped potential investment streams from the corporate sector and private philanthropists
- the need to identify and promote further incentives for owners to conserve their heritage places
- the need to provide advice about conservation, interpretation, adaptive reuse and business-planning to heritage owners, including local governments, throughout the state
- the need to systematically identify and develop tourism and education experiences at heritage-listed places in collaboration with owners and managers throughout the state

- the ability, will expertise and resources to harness the heritage tourism opportunities afforded by the digital economy, including social media and the growth in inbound tourism
- the need to identify training and partnership opportunities that support conservation, management and training in heritage skills and trades, ensuring continuity, economic opportunity and long term sustainability of the workforce within the sector
- diminishing numbers and ageing of community volunteers working in heritage conservation and interpretation throughout the state

The Queensland Heritage Strategy responds to many of these issues, and is framed around three key directions, each supported by a number of relevant strategies and priority actions. The principles and actions in this strategy will guide future decisions about Queensland's heritage.

#### Implementation and evaluation

The actions will be enabled and brokered by the Queensland Government, through the leadership of the department in partnership with the Queensland Heritage Council (QHC). The department and the QHC will seek opportunities to collaborate with the National Trust of Australia—Queensland, local governments, owners, historical societies, corporate and philanthropic partners and other government agencies, to assist with implementation of relevant priority actions set out in this strategy.

The department and the QHC will review progress against the strategy's priority actions each year.

#### **Directions**

#### 1. Leadership: strengthen and streamline heritage protection

#### **Strategies**

- Queensland works with the Australian Government to harmonise state and commonwealth heritage legislation, whilst supporting the single portal approach to heritage information.
- Places of World and National Heritage value in Queensland are identified, appropriately registered and managed through liaison and collaboration with the Australian Government.
- Reforms to the Queensland Heritage Act 1992 are enacted to reduce unnecessary regulatory burden, strengthen protection for heritage places and help promote heritage development.
- Local governments are recognised and supported as key partners in conserving Queensland's cultural heritage.
- Accumulated knowledge and data about Queensland's heritage is actively shared across all levels of government, is accessible, transparent and updated regularly to accurately reflect a current picture of Queensland's cultural heritage assets.
- Shipwrecks and underwater cultural heritage artefacts in Queensland and adjacent waters are identified, protected and managed under the delegated powers of the Historic Shipwrecks Act 1976 and the Queensland Heritage Act 1992.
- Cultural heritage is positioned as an integral element of Queensland's tourism offering, providing opportunities for sustainable economic development throughout Queensland.

| P | riority Actions   | Implementation responsibility          |
|---|---|--|
| • | Enact revisions to the <i>Queensland Heritage Act 1992</i> —and the Heritage Regulation to clarify the Act's intent, to reduce unnecessary regulatory burden, clarify the Act's intent, strengthen legislative protections for heritage whilst also promoting development and empowering local government to manage local heritage places | EHP and QHC Within five years          |
| • | Systematically review listings on the Queensland Heritage Register, and develop a strategy ensuring the best of the best are listed going forward, making recommendations for local listing where more appropriate  | QHC and EHP<br>Within five years       |
| • | Work with Department of State Development (DSD) and the Department of Infrastructure, Local Government and Planning (DILGP) to develop a consistent and rigorous suite of conditions supporting the conservation and sustainable development of heritage-listed places  | EHP, DSD and DILGP<br>Within two years |
| • | Broaden the scope of work required on heritage places under reforms to the essential maintenance provisions in the <i>Queensland Heritage Act 1992</i> .  | EHP Within five years                  |
| • | Promote greater use of heritage agreements, exemption certificates and public benefit and education orders in harmony with EHP's stronger compliance focus, emphasising strong action against breaches of environmental requirements  | EHP Within five years                  |
| • | Support the whole-of-government one stop shop ICT initiative, ensuring EHP's heritage web presence is the 'go to' place for customers accessing cultural heritage information in Queensland   | EHP Within five years                  |
| • | Develop a new cultural heritage database - the Living Heritage Information System to capture and share information about state and local heritage-listed places in Queensland, including the NTAQ list and those places on Local Government lists   | EHP, LGAQ and NTAQ Within five years   |
| • | Continue the Queensland Historic Shipwrecks Survey, including the identification and location of offshore aircraft  | EHP<br>Ongoing                         |

Ongoing

partners

EHP, QHC, NTAQ and

Within five years

strengthening policy

Facilitate development of a heritage advisory service to assist local governments

places throughout the state being represented in the state and local registers.

to manage changing responsibilities in relation to local heritage places under the

Queensland Heritage Act 1992 whilst working towards the best of Queensland's heritage



#### 2. Investing in Queensland's heritage: a collaborative effort

#### **Strategies**

- Seek partnerships to provide investment, sponsorship, philanthropic support for Queensland's significant cultural heritage places and projects.
- Advocate for, and provide grants programs for heritagelisted places supported by not-for-profit groups to encourage owners and communities to conserve, interpret and celebrate Queensland's cultural heritage.
- Encourage heritage owners and organizations to review their local heritage priority areas and partner with like-minded groups to develop and plan projects that directly contribute to their local community, ensuring they are investment-ready. Encourage and provide guidance on adaptable reuse and sustainable development of existing built heritage assets, conserving the best heritage places from our past while meeting the demands of the future.
- Promote understanding and consideration of the environmental performance of heritage buildings and their embodied energy to increase energy efficiency and reduce greenhouse gas emissions.
- Actively seek partnerships with educational institutions, training providers, learned societies and professional bodies to enable training of heritage professionals, artisans and tradespeople.



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- Develop and pilot a Heritage investment prospectus, for an adaptive reuse project at iconic heritage-listed places in Queensland
- Continue to advocate for and promote cultural heritage investment, focusing on corporate and community and community partnerships and interagency collaboration, including business and interpretation planning
- Continue to promote, develop and collaborate to provide quality advice to partners and heritage owners through a suite of online business planning tools, heritage guidelines and technical notes
- Support the Department of Education, Training and Employment's (DETE) management of school assets through actions set out in the Queensland Schools' Heritage Strategy.
- Work with HCOANZ and NTAQ 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
- Engage with educational institutions, training providers, learned societies and professional bodies to promote the training of heritage professionals, artisans and tradespeople, and support accreditation initiatives managed by professional and trade organisations

## Implementation Responsibility

EHP and BoT Newstead House

Within two years

EHP DTESB QHC and NTAQ

Ongoing

EHP QHC NTAQ and DTESB

Ongoing

**EHP and DETE** 

Within five years

EHP HCOANZ DEH and NTAQ

Ongoing

EHP QHC NTAQ and HCOANZ

Ongoing

QHC EHP DETE NTAQ and Universities

Within five years

maximising sustainable investment



QUEENSLAND HERITAGE STRATEGY

# 3. Our state – Our heritage: connecting Queenslanders with their heritage

#### **Strategies**

- Develop, maintain and promote the Living Heritage Information System (LHIS) as the primary reference point for state and local heritage places.
- Recognise and use heritage information as a community resource and a tourism asset, embracing digital technologies and 3D scanning.
- Regularly review, update and promote the Queensland Heritage Register and local heritage registers to reflect Queensland's cultural and geographic diversity, the major themes of history and Queensland's regions.
- Develop, promote and pilot targeted education, cultural heritage interpretation and communication programs and events at Newstead House as best practice examples for other heritage sites.
- Promote the value of cultural heritage to students, teachers and Queensland families through projects and programs that link to the Australian curriculum.
- Recognise, develop and promote
   Queensland's heritage places as integral
   elements of cultural heritage tourism
   offerings throughout the regions.
- Recognise and celebrate projects and individuals that exemplify innovation, excellence and commitment to conserving, interpreting and developing Queensland's cultural heritage.
- Explore and create partnerships to engage more community volunteers in heritage conservation and interpretation.

| Priority Actions  | Implementation<br>Responsibility              |
|---|---|
| <ul> <li>Develop a communication and marketing strategy that<br/>promotes understanding of Queensland's Heritage Register<br/>and cultural heritage management in the state</li> </ul>  | QHC and EHP<br>Within two years               |
| <ul> <li>Promote knowledge-sharing and open up commercial<br/>opportunities by progressively releasing and uploading<br/>heritage data to the Queensland Government's<br/>Open Data Portal at https://data.qld.gov.au</li> </ul>  | EHP<br>Ongoing                                |
| Develop and promote Heritage Explorer and other heritage information and engagement products that support cultural heritage tourism including Queensland's drive and drive fly tourism and Queensland's vision to grow world class natural and cultural heritage tourism offerings                            | EHP DTESB TEQ<br>and ATDW<br>Ongoing          |
| Anzac—work with agency and community partners to celebrate,<br>honour and promote the commemoration of the centenary of Anzac   | EHP SLQ QSA and RSI<br>Within five years      |
| <ul> <li>Support projects and programs that link the Australian<br/>history curriculum to public programs at heritage-<br/>listed places for schools and holiday audiences</li> </ul>   | EHP and DETE Within five years                |
| <ul> <li>Promote and advocate heritage conservation and interpretation through<br/>the Queensland Heritage Council and National Trust of Australia—<br/>Queensland events such as the Open House Events, Heritage Festival,<br/>Queensland Heritage Awards and the Premier's Sustainability Awards</li> </ul> | QHC NTAQ and EHP Ongoing                      |
| Scope and deliver heritage volunteer awards, including internships for<br>young volunteers, recognising the contribution community members<br>make to conserving and interpreting Queensland's cultural heritage  | EHP QHC NTAQ<br>and MAGSQ<br>Within two years |
| Investigate and assess ways to engage and increase volunteers at cultural heritage places including at Open House events across the state.  | EHP NTAQ LGs<br>and Open House<br>Committees  |
|   | Within five years                             |



Valuing our heritage