AusHeritage

Australia's International Network for Cultural Heritage Services

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Two-Year STRATEGIC PLAN - SUMMARY
July 2021 – June 2023

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1. Purpose

This document is a summary of the strategic plan developed by the Board of AusHeritage through a strategic planning workshop held on 19 July 2021. It significantly updates and reprioritises the former plan in order to set a clear direction for activity and decision-making for the next two years: July 2021 – June 2023.

The document is provided for the information of members, partners, sector colleagues and governments.

2. Background

AusHeritage is a non-government, membership organisation representing Australian cultural heritage organisations and practices. Established by the Australian Government in 1995, it operates independently of local, state and federal governments. The AusHeritage network aims to facilitate the engagement of practitioners and organisations from the Australian heritage industry in the overseas arena with a strong focus on the Asia-Pacific. AusHeritage members work internationally using funds from grants as well as in commercial or cooperative projects.

While the government's initial support to create the organisation was to secure commercial projects and generate increasing export income for the sector, AusHeritage rapidly evolved to act as a network that enabled partnerships with organisations in the region to share knowledge and further develop heritage capabilities. It has developed and renewed MoUs with a number of heritage and government cultural organisations to enable the sharing of expertise and capacity building in the region through joint projects. AusHeritage is an important and successful element in Australia's cultural diplomacy.

Members come from a variety of disciplines including materials conservators, conservation architects and planners, academics, historians, cultural policy experts, urban planners, cultural tourism planners, museum curators and heritage managers. Membership organisations range from state government collecting and conservation institutions to university departments and private sector consulting firms. AusHeritage is the only nationally based, multi-disciplinary cultural heritage organisation in Australia.

AusHeritage now functions as a specialist information provider and facilitator/connector for its members, providing a common platform enabling individual organisations to participate in the formation of a strong and unified identity in the international marketplace. Individual members contribute to the common identity but are free then to respond either individually or collectively to particular project opportunities.

The impact of COVID-19 upon the sector in 2020 was a profound shock and has continuing ramifications, both for cultural heritage in the Asia-Pacific region, and for the role, focus and sustainability of AusHeritage itself. Responses to these negative impacts and uncertainties, as well as new opportunities, are reflected in the updated Strategic Plan.

3. Vision and Values

AusHeritage's vision is to support capacity building and collaborative projects in heritage skills and awareness in the Asia-Pacific region and become a sustainable organisation through high-quality projects and advice.

At its core, AusHeritage takes a partnership approach within and outside Australia, building relationships, operating with respect and sharing expertise.

All members are bound by AusHeritage's Code of Ethics, which emphasises the essential complementarity of business, professional and personal values.

All members must:

- conduct themselves at the highest level of professionalism at all times

- continually strive to ensure improvement in professional skills and professional competence

- subscribe to world's best practice in all projects undertaken

- be members of, and subscribe to, the code of ethics of relevant professional bodies

- recognise their responsibility as ambassadors for AusHeritage and understand their role as representatives of the Australian heritage industry

- be guided by common network goals and cooperate towards mutual and corporate solidarity in their attainment.

4. Management and Resources

AusHeritage is managed by a Board of Directors, elected by the membership, and who are not paid for holding office. The network relies heavily on the energy, initiative and commitment provided voluntarily by its board and individual members.

AusHeritage's revenue is generated, generally, from project grants and membership fees.

5. Objectives/major goals

The updated goals for AusHeritage are:

A: Social/Cultural Capital

1. to support extensive capacity-building, collaboration and the sharing of expertise in all aspects of cultural heritage within Australia and the Asia-Pacific region
2. to be effective cultural ambassadors
3. to enable and inspire more people to value the intrinsic importance of cultural heritage, both within Australia and overseas
4. to advocate for the conservation of cultural heritage, recognising its role within UNESCO's Sustainable Development Goals for 2030

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B: Projects

5. to contribute to and enable a large portfolio of high-quality projects
6. to be the first port of call to advise on and deliver heritage-related projects
7. to assist the cultural heritage sector in managing the impacts of COVID-19
8. to be a sustainable organisation

6. Specific Objectives and Strategies

The following strategies have been agreed as the priority actions for this period, given the impact of the COVID-19 pandemic and the organisation's current resourcing.

Board members have been assigned as leads against each strategy. The full names and positions of each member is at Appendix A.

Each strategy is intended to both drive the achievement of a specific objective as well as support or complement work to achieve other objectives.

A: Social/Cultural Capital

1. To support extensive capacity-building, collaboration and the sharing of expertise in all aspects of cultural heritage within Australia and the Asia-Pacific region

Strategy	Action Steps	Who by	When	Completion	Resources required	Evaluation
Develop a program of online capacity building and resources		**Vinod Heather Graham**	Scoping completed by Dec 2021 (short courses and workshop formats)			
Develop and deliver a regular program of Zoom chats and webinars with MoU partners		**Vinod Graham Penny**	1st draft by Dec 2021 Deliver a minimum of one online session by the end of Dec 2021			

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2. To be effective cultural ambassadors

Strategy	Action Steps	Who by	When	Completion	Resources required	Evaluation
Build relationships with DFAT (including Aid Program area) and Austrade	2.1.1 Develop program incl find champions 2.1.2 Focus on disaster management as a project for capacity building	**Vinod, Alex** **Heather, Robyn**	Start before Dec 2021			

3. To enable and inspire more people to value the intrinsic importance of cultural heritage, both within Australia and overseas

Strategy	Action Steps	Who by	When	Completion	Resources required	Evaluation
Revitalise ASEAN-COCI relationship	3.2.1 Assess current relationship, including possibility of developing a new MoU 3.2.2 Grant application to Australia/ASEAN Council - use theme of disaster management/risk reduction	**Vinod, Roger, Graham, Alex** **Robyn**	Discuss with DFAT by end of 2021			

4. To advocate for the conservation of cultural heritage, recognising its role within UNESCO's Sustainable Development Goals for 2030

Strategy	Action Steps	Who by	When	Completion	Resources required	Evaluation
Promotion through the media	4.1.1 Give interviews, make submissions - post on website	**Roger**				

B: Projects

5.   To contribute to and enable a large portfolio of high-quality projects

Strategy	Action Steps	Who by	When	Completion	Resources required	Evaluation
Use existing MoUs to propose and pursue projects	5.1.1	**MoU leads**				
Keep active MoUs viable	5.2.1 Agree lead and second relationship manager for each MoU 5.2.2 Develop plan for each MoU	**Board** **MoU leads**	Sept 21 Jan 2022	Done at Sept Board meeting		
Develop an online Consulting/ Advisory Service option (fee-paying)	5.3.1 Finalise Capability Statement 5.3.2 Develop fee structure and advertising module to go on the website	**David** **Roger**	Draft of content for final comment of the board by Dec 21. Artwork developed in early 2022			Action in 2022

6.   To be the first port of call to advise on and deliver heritage-related projects

Strategy	Action Steps	Who by	When	Completion	Resources required	Evaluation
Develop and nurture relationships with Australian government Ministers and senior bureaucrats	6.1.1 Develop program of meetings	**Vinod, Alex**	Ongoing – regular meetings to be held in Canberra or via Zoom			
Develop and update	6.4.1 Update our	**MoU leads**	Develop a one/two -			

intelligence about target countries and current partrner organisations	reporting template that distils key intelligence about a target country that will be of use to members 6.4.2 Develop a country-by-country analytical snapshot	**Board** to discuss next priority countries in 2022-23	pager on that country and partner organisation - key people, past projects, main opportunities			

7. To assist the cultural heritage sector in managing the impacts of COVID-19

Strategy	Action Steps	Who by	When	Completion	Resources required	Evaluation
Develop resources hub on new website	7.1.1 Set up hub and include links to other resources prepared by peak bodies 7.1.2 Promote this to members and partners	**Roger**	Nov 2021 Ongoing			

8. To be a sustainable organisation

Strategy	Action Steps	Who by	When	Completion	Resources required	Evaluation
Retain existing membership	8.1.1 Develop key messages & update overall value proposition of AusHeritage; identify within this a range of value propositions that can target	**Peter, Roger, Penny**	Lead up to AGM			

	different members 8.1.2 Publicise good news stories and project achievements 8.1.3 Develop strategies to better service members – use new website					
Get new members	8.2.1 Update value proposition as above 8.2.2 Use new membership category of emerging /early-career professionals to reach out with special offers 8.2.3 Reach out to organisations that could be key anchors: NFSA, NMA, NGA, AGNSW, Museum of Victoria, and more private conservation firms	**Keir, Roger, Sharon**	Write acquisiti on strategy by Nov 2021			
Improve member comms and activities	8.3.1 Actively manage digital presence – Facebook, email bulletins 8.3.2 Hold interactive forums and webinars for members	**Roger, Alex** **Penny, Vinod, Graham**	From website launch in Nov 2021			Links with other strategies

8. Implementation

Board members have been assigned as leads against each Strategy.

- this means that they are responsible for ensuring that the actions take place, and reporting on them at each Board meeting

- it does not necessarily mean that they are solely responsible for undertaking the work

- other Board members may directly collaborate or lead on particular actions

- other AusHeritage members can also be invited to collaborate or lead on an action

9. Evaluation

The Board will review progress at each Board meeting, and undertake an evaluation of the effectiveness of this Strategic Plan at the end of the period (June 2023). This may be through a workshop. The evaluation would also invite the participation of other members and external stakeholders.

APPENDIX A

AUSHERITAGE BOARD MEMBERS

Name	Organisation	Current AusHeritage position	First elected
Vinod Daniel	Daniel Aspac Pty Ltd	Chair	16/11/2000
Roger Beeston	RBA Architects and Conservation Consultants Pty Ltd	Deputy Chair	15/11/2001
Heather Brown	Artlab Australia	Deputy Chair	30/11/2017
Peter Romey	Romey Knaggs Heritage Pty Ltd	Deputy Chair	3/4/2017
Graham Ormsby	Ormsby Design Group	Treasurer	14/11/2016
Penny Tripp	Grimwade Centre, University of Melbourne	Secretary	27/11/2020
David Huxtable	LookEar	Director	30/11/2017
Alex Marsden	Alex Marsden Cultural Services	Director	28/11/2014
Keir Reeves	Collaborative Research Centre in Australian History at the Federation University Australia	Director	23/11/2015
Robyn Riddett	Anthemion Consultancies	Director	11/12/2013
Sharon Veale	GML Heritage	Director	30/11/2017

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APPENDIX B

AUSHERITAGE MoUs: STATUS

Country/ Location	MoU	Assignment Date	Status	Lead Support
ASEAN	1. ASEAN - COCI	March 2003 For 4 + 4	Lapsed 2011 Discussed 2014	Vinod Daniel Graham Ormsby Alex Marsden
India	2. INTACH – India	Original 2002 Renewed April 2014 4 + 4	Current	Vinod Daniel Roger Beeston
India	3.Thinkthrough Consulting	20 February 2020 5+5	Current	Graham Ormsby
Malaysia	4. Penang Heritage Trust	April? 2011 5 + 5	Current	Peter Romey Robyn Riddett
Malaysia	5. Georgetown World Heritage Inc	2018? 5+5	Current	Graham Ormsby Vinod Daniel
Malaysia	6. Think City - Malaysia	April 2011 3	Current	Graham Ormsby Roger Beeston
Malaysia	7. Islamic Arts Museum Malaysia	2019-2024 5+5	Current	Graham Ormsby
Singapore	8. Meinhardt (Singapore) Pte Ltd	2 November 2018 5+5	Current	Vinod Daniel Graham Ormsby Roger Beeston
Taiwan	7. Bureau of Cultural Heritage – Taiwan	30 March 2015 + 4 Renewed 17 June 2019	Current	Peter Romey Alex Marsden Robyn Riddett Sharon Veale Heather Brown
Taiwan	8. China University of Technology - Taipei	2012 5 + 5 Renewed 22 June 2018	Current	Peter Romey Alex Marsden Robyn Riddett Sharon Veale Heather Brown