

STRATEGIC PLAN - SUMMARY **September 2023 – December 2025**

Agreed by the Board on 28 August 2023

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- A: List of Memoranda of Understanding (MoUs)**
- B: List of Board members (as of August 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 7 August 2023. It significantly updates and reprioritises the former plan in order to set a clear direction for activity and decision-making for the rest of 2023 and the following two years: ie September 2023 – December 2025.

The summary 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 Indo-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 also 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. Over the last few years, the membership has changed to include a majority of private entities which have strong commercial interests as well as interests in professional development and networking. 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.

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The impact of COVID-19 upon the sector in 2020 was a profound shock and had significant ramifications, both for cultural heritage in the Asia-Pacific region, and for the role, focus and sustainability of AusHeritage itself. The previous Strategic Plan (2021 – 2023) responded to these negative impacts and uncertainties, as well as identifying new opportunities.

This current plan recognises that the international and Australian environment has changed again, leading to some different emphases and priorities. The relevant changes are identified in Section 5 – Situational Analysis.

3. Vision and Values

AusHeritage's vision is to support capacity building and collaborative projects in heritage skills, conservation management, 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. Grants vary from year to year, and so does the percentage of revenue from membership fees. In 2022, a new membership category of early-career professional was introduced.

5. Situational Analysis

The Board highlighted several key changes in the operational environment, which have shaped the updated strategic priorities.

Significant environmental changes include:

Australia:

- In 2022, a change at the national government level has led to a greater focus on the Indo-Pacific region, ASEAN, and new aid strategies – reference <https://www.dfat.gov.au/publications/development/australias-international-development-policy>
- A new national cultural policy was released which advocates for the arts, heritage, and cultural diplomacy
- Relevant online Professional Development (PD) is offered by well-regarded university and other training institutions and does not need to be replicated by AusHeritage

The Region:

- Shifting geo-political arrangements, and especially the strengthening of both India and China as significant state actors
- A rapidly increasing awareness of the catastrophic effects of climate change, and the need for mitigation and adaptation strategies at both the global and local scales
- While COVID-19 is still present, the world has re-opened in terms of markets and travel
- Cultural and natural heritage is under increasing threat.

These have led to the following key shifts in AusHeritage's priorities:

- Increased focus on initiating and strengthening relationships with Australian Government agencies such as DFAT and the various country councils
- Away from developing online accredited short training courses to holding place-based, project-based and members-focused workshops and symposia
- Renewed emphasis on disaster preparedness and management training projects in the region
- Clarifying the identity and value proposition of AusHeritage for members and holding 6-monthly workshops on utilising membership benefits.

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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 Indo-Pacific region
2. to be effective cultural ambassadors
3. to enable and educate 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

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 climate change
8. to be a sustainable organisation

6. Specific Objectives and Strategies

The following strategies have been identified as the priority strategies for this period.

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

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 Indo-Pacific region**

Strategy	Action Steps	Who by	When	Completion	Resources required	Evaluation
1.1 Include capacity	1.1.1 Ensure included in	All project leads				

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building in all projects	methodologies & agreements					
1.2 Develop and deliver a regular program of Zoom chats and webinars with MoU partners		MoU leads Penny				
1.3 Further develop resources hub on the website	1.3.1 Add links to other resources prepared by peak bodies 7.1.2 Promote this to members and partners	Roger Heather Keir		Ongoing		

2. To be effective cultural ambassadors

Strategy	Action Steps	Who by	When	Completion	Resources required	Evaluation
2.1 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	Start Sept - Dec 2023			

3. To enable and educate 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
3.1 Include publicity & promotion activities in each project and country visit		Project leads				
3.2 Revitalise	3.2.1 Assess current	Vinod Roger	Discuss with			

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ASEAN-COCI relationship	relationship, including possibility of developing a new MoU 3.2.2 Grant application to Australia/ASEAN Council \- use theme of disaster management/risk reduction	Graham Alex Heather Vinod David H	DFAT by end of 2023			
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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
4.1 Promotion through the media	4.1.1 Give interviews, make submissions - post on website	All				

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
5.1 Use existing MoUs to propose and pursue projects	5.1.1 Identify the core result we want from each MoU and leverage that	MoU leads				
5.2 Keep active MoUs viable	5.2.1 Update lead and second relationship manager for each MoU 5.2.2 Regularly keep in touch with MoU contact	Board MoU leads	Sept 2023			
5.3 Develop an online Consulting/ Advisory Service option (fee-paying)	5.3.1 Develop fee structure and advertising module to go on the website	Roger David G Mac David H			Use current Capability Document	

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5.4 Target India, China and Indonesia	5.4.1 Develop plans for India, China, Taiwan, and Indonesia 5.4.2 Undertake country visits when possible 5.4.3 Liaise with Austrade over country visits and possible projects	Vinod Peter David G Graham				
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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
6.1 Develop and nurture relationships with Australian government Ministers and senior bureaucrats	6.1.1 Develop program of meetings	Vinod Alex Sharon	Ongoing – regular meetings to be held in Canberra or via Zoom			
6.2 Share intelligence about target countries and the region with the members	6.2.1 Include information from Board meetings in regular e-bulletins to members	Penny				

7. To assist the cultural heritage sector in managing the impacts of climate change

Strategy	Action Steps	Who by	When	Completion	Resources required	Evaluation
7.1 Approach UNESCO for funding	7.1.1 Start with theme of disaster management/risk reduction	Heather Vinod				

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8. To be a sustainable organisation

Strategy	Action Steps	Who by	When	Completion	Resources required	Evaluation
8.1 Retain existing membership	8.1.1 Clarify AusHeritage identity and promote the new Strategic Plan 8.1.2 Publicise good news stories and project achievements 8.1.3 Develop strategies to better service members – use new website 8.1.4 Deliver regular workshops for members on using MoUs and other benefits	Sharon Vinod Mac MoU Leads	Lead up to AGM Every 6-months			
8.2 Get new members	8.2.1 Write to potential members, eg heritage architects 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: cultural institutions, NGOs and more private conservation firms	Graham Keir Roger Sharon				
8.3 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		Ongoing		Links with other strategies
8.4 Refresh membership of Board	8.4.1 Undertake succession planning for the Board	Board	October annually			

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8. Implementation

Board members will be 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 through a Strategic Scorecard at each Board meeting and undertake an evaluation of the effectiveness of this Strategic Plan at the end of the period (December 2025). This may be through a workshop. The evaluation would also invite the participation of other members and external stakeholders.

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APPENDIX A

AUSERITAGE 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	Expired 2022	Vinod Daniel Roger Beeston Alex Marsden
India	3.Thinkthrough Consulting	20 February 2020 5+5	Current Expires 2030	Graham Ormsby
India	4. PDCOR	3 March 2023 5+5	Current Expires 2033	Vinod Daniel Sharon Veale
Malaysia	5. Penang Heritage Trust	April? 2011 5+5	Expired 2021	Peter Romey
Malaysia	6. Georgetown World Heritage Inc	2018? 5+5	Current Expires 2028	Graham Ormsby Vinod Daniel
Malaysia	7. Think City - Malaysia	April 2011 +3 Nov 2018 =3	Expired 2021	Graham Ormsby Roger Beeston
Malaysia	8. Islamic Arts Museum Malaysia	2019-2024 5+5	Current Expires 2024	Graham Ormsby Alex Marsden
Singapore	9. Meinhardt (Singapore) Pte Ltd	2 November 2018 5+5	Current Expires 2028	Vinod Daniel Graham Ormsby Roger Beeston
Taiwan	10. Bureau of Cultural Heritage (BOCH) Taiwan	30 March 2015 + 4 Renewed 17 June 2019 + 4	Current Expires 2023 To be renewed 4 September 2023	Peter Romey Alex Marsden Sharon Veale Heather Brown
Taiwan	11. China University of Technology - Taipei	2012 5 + 5 Renewed 22 June 2018 5+5	Current Expires 2028	Peter Romey Alex Marsden Sharon Veale Heather Brown

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APPENDIX B

AUSERITAGE BOARD MEMBERS (August 2023)

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 Gole	Architectus Conrad Gargett	Director	28/11/2022
David Huxtable	LookEar	Director	30/11/2017
Alex Marsden	Alex Marsden Cultural Services	Director	28/11/2014
MacLaren North	Extent Heritage	Director	26/11/2021
Keir Reeves	Collaborative Research Centre in Australian History at the Federation University Australia	Director	23/11/2015
Sharon Veale	GML Heritage	Director	30/11/2017