


A black and white photograph of a hand holding a paintbrush, painting thick, dark, wavy stripes on a light-colored surface. The hand is in the upper left, and the brush is angled downwards. The stripes are the central focus of the image. The cover is divided into a green triangle in the top right and a dark teal triangle in the bottom left, which contains the title text.

AICCM STRATEGIC PLAN 2020 – 2025

PREPARED BY THE AICCM NATIONAL COUNCIL

*The Australian Institute for the Conservation of Cultural Material
is the professional organisation for conservators in Australia.*

MISSION



The Australian Institute for Conservation of Cultural Material (AICCM) is a not-for-profit organisation concerned with the conservation and preservation of Australia's tangible and intangible social, artistic, historical and scientific heritage—referred to here as cultural heritage.

We are committed to preserving Australia's past and present material culture and heritage as a resource for present and future generations. Cultural heritage plays an essential role in developing and sustaining national, community, familial and personal identities. Access to cultural heritage is vital for vibrant, rich and resilient societies. Items of cultural heritage act as agents of memory, inspiration, information, evidence and discovery, through which personal and collective stories are told through time. Cultural heritage is therefore inextricably linked to creative, living futures.

The AICCM is Australia's primary professional association for experts in the conservation of cultural heritage. It acts as a support framework for members, providing opportunities for professional development, networking, and advocacy. The AICCM also acts as a resource and peak reference body for those seeking conservation and preservation expertise. It provides support for members through its National Council which provides centralised oversight of the organisation and a series of State Divisions which support the local membership and address local concerns.

VISION



The AICCM pursues a future in which the conservation and preservation of Australia's shared cultural heritage is supported and sustained through strong professional conservation practice, government and industry investment, and through public engagement. Conservation expertise is in demand and readily available to those who seek it.

Our professional practice choices are sustainable—from environmental, financial and labour perspectives—as is our professional organisation. The AICCM community itself is diverse and embraces a multiplicity of materials, knowledge, skills and outcomes. Skills are exchanged between new, emerging and experienced conservators, and between conservators and communities.

The AICCM helps keepers of cultural heritage to navigate and manage the effects of climate change and natural disasters. We support First Nations peoples seeking to protect and sustain their cultural heritage. Conservation and preservation activity is outward-looking, participatory, and centered around people and community. Interconnectivity, partnerships and collaboration are the norm. We support a decentralised approach to conservation, respecting traditional modes of caring for cultural collections.

The AICCM links the 'when' of conservation (deep time, present time, and carrying forward the present to the future) to a multiplicity of meanings and values. We foster an environment where conservation decisions are led by the meaning and value of objects, and are capable of incorporating multiple contexts.

VALUES

PARTICIPATORY

- ▶ We collaborate with colleagues and communities to understand the context or contexts of cultural heritage.
- ▶ Decisions about cultural heritage are made with the full participation of those to whom it is most significant.

RESPECT

- ▶ We recognise differences, value diversity, and collaborate with those for whom we carry out work.
- ▶ We recognise that culture is inextricably linked to human identity, and identify where unconscious assumptions and bias affect our practice.
- ▶ We consider human needs alongside the needs of the material in our decision making.
- ▶ We recognise that knowledge is to be exchanged, and that we can learn as much from others as they can from us.

ACCOUNTABILITY

- ▶ We use our resources responsibly and sustainably.
- ▶ We demonstrate the social, cultural and economic value of the work that we do.

COMMITMENT

- ▶ We care deeply about the work we do and seek to share our knowledge and enthusiasm with the general public, community and heritage groups, and allied professionals.
- ▶ We advocate for our profession and for related causes.

PROFESSIONALISM

- ▶ We observe a Code of Ethics and a Code of Practice
- ▶ We commit to ongoing professional development.

ADAPTABLE

- ▶ We adapt our skills and knowledge to reflect the needs of changing environments, culture, cultural values, economic realities, museum and community practice.
- ▶ We develop expertise alongside advancements in materials and technology.
- ▶ Individual conservators develop different skill sets depending on their area of expertise and the context of their work.

OBJECTIVES

IN ORDER TO WORK TOWARDS OUR VISION, OUR OBJECTIVES FOR 2020-2025 ARE:

ADVOCACY

Develop our voice on issues of importance.

MEMBER ENGAGEMENT

Foster a community and support network for members.

PROFESSIONAL DISCOURSE

Facilitate and promote developments in conservation research and practice.

COMMUNITY ENGAGEMENT

Broaden our connections and partnerships with cultural heritage keepers and communities.

FUNDRAISING

Increase the opportunities for our members to develop professionally, and to provide support for our community partners.

GOVERNANCE

Continue to improve the sustainability of AICCM economically, environmentally and socially.

MAJOR PROJECTS



ADVOCACY

PARTNERSHIPS

We will identify, seek and strengthen strategic partnerships with professional bodies, research organisations, industry and community groups in order to broaden our reach, to increase their awareness of our expertise, and to increase our awareness of their values and priorities.

GOVERNMENT ENGAGEMENT

We will identify and maintain links to key government groups and respond to relevant government callouts and actions.

We will collect and build information relevant to our membership base and the conservation profession in order to support our arguments.

We will pursue the development of a National Conservation plan.

RESPONSES TO CURRENT ISSUES

We will respond to relevant issues as they arise through press releases, communication with government and industry bodies, and calls to action within our membership.

Relevant issues include: the preservation of First Nations heritage sites and keeping places; government preparation and response to natural disasters, including the potential effects of climate change; and funding of the arts, culture, science, and the education sectors.

MAJOR PROJECTS

MEMBER ENGAGEMENT

SHARED NETWORKS

We will use email, social media, and the AICCM eNews to share news of AICCM activities, job opportunities, professional development, networking events, and opportunities for advocacy. Surveys will be used to gauge the issues and services most important to members. Teleconference and webinar facilities will be available for members to conduct discussions, forums and meetings.

SHARED RESOURCES

Introduced in 2020 as part of the new AICCM website, the AICCM wiki has enormous potential to become a working resource for members—both for logistical purposes (e.g. running events) and for sharing Australian conservation expertise and knowledge.

SHARED HISTORY

Through observing and marking key dates and anniversaries (such as the AICCM's 50th anniversary in 2023), the AICCM will strengthen member understanding of the profession's growth and impact.

IMPROVED ACCESSIBILITY

We will explore options to reduce barriers for members experiencing disadvantages such as distance from training opportunities or limited financial circumstances. We will work to communicate using inclusive language.

PROFESSIONAL MEMBERSHIP

Through our Professional Membership option, we will increase the networking, training and promotion opportunities for experienced conservators.

MAJOR PROJECTS



SUPPORT STUDENT AND EMERGING CONSERVATORS

AICCM will support student and emerging conservators by offering reduced membership and event rates, liaison with training centres, and supporting mentorship programs.

PROFESSIONAL DISCOURSE

PLATFORMS FOR SHARING RESEARCH AND EXPERIENCE

We will provide opportunities for members to share and present their work via our journal, *The Bulletin*, our eNews, the website, social media channels and through AICCM-supported webinars, conferences and workshops. Research and content not represented in *The Bulletin* or eNews will be showcased on the website (e.g. posters, conference proceedings, recorded webinars)—a key area of growth.

CONNECTION TO INDUSTRY PARTNERS

We connect members with professional services and expertise through advertisements, sponsorships, trade tables and other promotional opportunities.

INCENTIVES AND RECOGNITION FOR EXCEPTIONAL WORK

Our AICCM awards recognise significant contributions to research, professional practice and conservation treatment.

MAJOR PROJECTS



COMMUNITY ENGAGEMENT

RESOURCES, ADVICE AND TRAINING

The AICCM will provide a standardized framework and tools to enable our Committees, Special Interest Groups and State Divisions to support the needs of cultural heritage keepers and community groups. We will endeavour to support urban, regional and remote areas. High priority areas of support include disaster response and further development of the international RE-ORG method within Australia.

REPRESENTATION AT COMMUNITY EVENTS

The AICCM Committees, Special Interest Groups and State Divisions engage with public events such as Heritage Week, National Science Week and NAIDOC Week.

GRANT AUSPICING

The AICCM will be open to collaborative partnerships that bring conservation expertise to regional centres.

FUNDRAISING

FUNDRAISING PLAN

Through a new Development Committee, we will prepare resources to use in fundraising and grant applications, identify fundraising projects and goals, and investigate new ways for individuals, philanthropic groups and funding bodies to contribute to AICCM's vision, mission and objectives.

MAJOR PROJECTS

MULTIPLE INCOME STREAMS

The AICCM recognises it cannot be sustained on membership fees alone. Membership numbers are variable and therefore a consistent level of income must be maintained through diversification of income streams. Events, sponsorship, advertisements and philanthropy also provide necessary income. The AICCM is committed to exploring other potential income sources.

GOVERNANCE

REVIEW ORGANISATIONAL STRUCTURE

The structure of the AICCM is in part determined by the Associations Act. The AICCM will engage a consultant to examine AICCM's structure and to suggest improvements, and will explore the feasibility of a paid Executive Officer role.

REVIEW CODES OF PRACTICE AND ETHICS

The AICCM Code of Practice and Code of Ethics were last updated in 2002. Language, contexts and approaches have changed in the intervening years and these documents are due for review.

BUSINESS CONTINUITY PLAN

The AICCM will develop a business continuity plan and will identify strategies to document and preserve corporate memory, and standardise handover procedures for National Council positions and other AICCM roles.