



Koorie Heritage Trust Inc

'Gnokan Danna Murra Kor-ki'

S T R A T E G I C P L A N 2 0 1 4 - 1 6

Terminology

The term Koorie is commonly used to describe Aboriginal people of Southeast Australia. We however recognise the diversity of Aboriginal people living throughout Victoria including Koories and other ATSI people from around Australia.

As such, we have used the term Aboriginal in parts of the report to include all people of Aboriginal and Torres Strait Islander (ATSI) descent.

We acknowledge and pay our respect to the traditional owners of the land on which we are located.

Our...

Motto

Gnokan Danna Murra Kor-ki - *Give Me your
Hand my Friend*

Centre

Provides a unique environment rich in culture, heritage and history which welcomes and encourages Aboriginal and non-Aboriginal people to come together in the spirit of learning and reconciliation.

Vision

To live in a society where Aboriginal culture and history are a fundamental part of Victorian life.

Purpose

To promote, support and celebrate the continuing journey of the Aboriginal people of South Eastern Australia.

Values

Respect, Honesty, Reciprocity, Curiosity

Who we are

The Koorie Heritage Trust is an Aboriginal owned and managed not-for-profit organisation. We celebrated our 25th anniversary in 2010, and we look forward to celebrating our 30th anniversary in 2015. We are justifiably proud to have been operating for over 25 years.

We offer a unique range of programs and services to promote, support and celebrate the Aboriginal culture of South-Eastern Australia. As a not-for-profit, we source funding from the State and Federal Governments as well as private, philanthropic and corporate sponsorship and support. We have also diversified our programs to include revenue generation business areas to support our operational and core programs. We have a wealth of skills and expertise including cultural knowledge, community and corporate networks, collection management, curatorial, education and research experience.

We are keen to move forward as a bold and adventurous 21st century organisation offering an inclusive and welcoming place for all. We will continue to innovate and transition the development and delivery of our services.

Over the next three years, we will raise our revenue base in order to build on our successes and deliver outstanding opportunities to Koorie and non-Koorie communities. Anticipating and embracing advances in digital technology, we will provide best practice client service delivery and meaningful engagement with Koorie young people who are active users of digital technology. At the same time, we will embrace technology to record the memories of our elders for the benefit of present and future Koorie and non-Koorie generations.

We see ourselves as a place for everyone; a unique space in which Koorie and non-Koorie people can experience, learn, connect and reconnect with the rich, living Aboriginal culture, heritage and histories of Victoria in a safe environment.

We see ourselves as a knowledge bank and vital community resource, as much a physical as well as a virtual place for sharing, learning, collaborating and creating. We will continually monitor and measure our success against our strategic goals. Within the next three years we will:

- Become an organisation that is valued by the Aboriginal and broader community.
- Be operating confidently with a clear and sustainable business model.
- Secure a safe environment that protects our collections, property and assets.
- Improve our profile with our key stakeholders and in the tourism space generally.
- Establish meaningful and relevant partnerships.
- Enhance the visibility and accessibility of our collections.



STRATEGIC GOAL 1 - Engage with Victorian Aboriginal Communities

Strategies	Activities
1. Conduct community conversations to ensure the Trust is relevant and engaged.	<ul style="list-style-type: none">• Conduct Statewide community conversations to obtain views on current and future aspects of the Trust's operations.• Undertake bi-annual membership, sponsor and donor satisfaction surveys.
2. Deliver culturally strong programs, services and projects.	<ul style="list-style-type: none">• Incorporate cultural education curriculum in all training programs.• Provide opportunities for Aboriginal people from across Victoria through our Exhibition Program.• Continue to provide a confidential, culturally sensitive and respectful genealogy and research service.• Maintain and build our unique collection of Oral Histories from Victorian Koorie Elders.• Deliver an accredited arts program for communities.
3. Improve community access to our exhibitions and collections.	<ul style="list-style-type: none">• Provide one-on-one personal support to community members wanting to access the collections.• Develop community targeted on-line exhibitions, events and projects.
4. Provide an outlet for the creative expression of Aboriginal Victorians	<ul style="list-style-type: none">• Ensure our retail business maintains a strong focus on Victorian Aboriginal arts and crafts.

STRATEGIC GOAL 2 - Grow the Collections

Strategies	Activities
1. Ensure the existing collections are maintained in accordance with Trust guidelines and priorities.	<ul style="list-style-type: none">• Continue the digitization of the Collections.• Maintain the preservation program.• Optimise accessibility to the Collections through collaborative projects.
2. Develop and implement a Collections Acquisition Strategy.	<ul style="list-style-type: none">• Review and renew the Trust's Collection Acquisition Strategy every two years.• Develop a fundraising strategy focused on building specific aspects of the Collections as identified in the review process.

STRATEGIC GOAL 3 - Reach new audiences

Strategies

Activities

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| 1. Promote and market the Trust's programs, services and projects to the broader community. | <ul style="list-style-type: none">• Develop targeted stakeholder marketing and promotional campaigns• Develop "social media" strategy.• Conduct sponsorship and membership drives.• Provide special offers and host events for sponsors and members of the Trust.• Extend the reach of existing programs to new client groups. |
| 2. Increase accessibility through developing innovative modes of delivery. | <ul style="list-style-type: none">• Apply new and interactive technology to enhance the impact of the Trust's exhibitions and collections.• Provide a more holistic experience through the integration of exhibitions, collections, tours, education programs, oral histories and special projects.• Increase the engagement of Koorie community members in the delivery and presentation of exhibitions and projects.• Develop on-line exhibitions and events.• Develop new webpage including on-line shopping facility. |
| 3. Make our diverse and unique collections more visible. | <ul style="list-style-type: none">• Develop and implant a digital and printed publications strategy.• Publish the 2nd edition of Meerreng An (print and on-line).• Continue to build our internal collection of exhibition catalogues. |
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STRATEGIC GOAL 4 - Enrich our Visitors' experience

Strategies

Activities

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| 1. Develop new programs, services and projects. | <ul style="list-style-type: none">• Implement personal and group guided tours• Develop a Stolen Generations exhibition and webpage.• Implement the “Aunty’s Living Room” project.• Introduce Touring Exhibitions.• Introduce Outreach programs. |
| 2. Ensure visitor interactions with the Trust are culturally strong, vibrant, secure and welcoming. | <ul style="list-style-type: none">• Design a “welcoming” area in both the physical and virtual space that incorporates the story of the Trust.• Develop community spaces including Aunty’s Living Room, members’ gathering place, Artists’ space.• Ensure there is confidential, private and culturally safe spaces for community member enquiries and interviews. |
| 3. Ensure our visitors leave with a lasting impression of their experiences. | <ul style="list-style-type: none">• Produce merchandise to support exhibitions and the Collections.• Ensure catalogues are available for every exhibition.• Develop a strategy to ensure the effective sale of arts/crafts exhibited by the Trust.• Enhance the Trust’s Cultural Awareness Training Program. |
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STRATEGIC GOAL 5 - Develop our people and capabilities

Strategies	Activities
1. Foster a flexible, diverse, skilled and cohesive workforce.	<ul style="list-style-type: none">• Undertake a skills gap and training analysis.• Develop a targeted recruitment strategy to fill expertise gaps.• Develop an annual staff development and training program (including refresher and in-service training).• Introduce a performance development and management system.• Develop a staff induction program inclusive of cultural awareness training.
2. Ensure the Board maintains a culture of excellence.	<ul style="list-style-type: none">• Develop a targeted recruitment strategy to fill expertise gaps.• Deliver Board induction and other training programs as needed.• Develop Board Charter to guide operations.• Implement Risk Management strategy.
3. Optimise our business model.	<ul style="list-style-type: none">• Optimise existing and identify new revenue streams.• Ensure an acceptable balance of community and tourist focussed activities.
4. Collaborate with other organisations to deliver on our strategic goals and priorities.	<ul style="list-style-type: none">• Identify and partner with trainers and regional Registered Training Organisations to deliver Trust education and training programs.• Collaborate with galleries, individual artists and communities to host and support exhibitions and events on and off-site.• Work with and support Aboriginal artists, communities and curators to promote, preserve and protect Koorie art and culture.
5. Establish a location that is appropriate for us to achieve our long-term goals.	<ul style="list-style-type: none">• Scope the building requirements and identify suitable locations.• Embark on a fundraising strategy to support the purchase/low cost lease of suitable premises.• Develop and manage the “relocation” process.
6. Ensure best practice management of our services, facilities, assists and resources.	<ul style="list-style-type: none">• Adhere to preservation “best practices”.• Improve membership, sponsorship and donor management.• Implement robust financial management and reporting systems.• Review infrastructure systems to improve support for core business (IT, HR, Administration including and integrated Customer Relationship Management system).• Maintain RTO compliance.• Maintain Museums Australia accreditation.