

# Shaping the Future of Heritage

Capability Statement

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**We believe the future of heritage is bright. We are eager to make a difference and would love to work with you.**

# From the CEO: Shaping the Future of Heritage

For over 30 years GML Heritage has connected people and places through heritage. During this time our heritage experts, archaeologists, architects, historians, interpretation planners, and designers have delivered more than 7000 heritage projects in Australia and internationally. The collective experience and shared knowledge of our team in Sydney, Canberra and Melbourne are unparalleled.

Since our inception, we have pioneered new approaches to heritage. This innovation is something we remain true to today, as we shape new futures for heritage. We're working towards a future that acknowledges the rights and interests of First Nations communities and delivers a reckoning with our collective past. A future that values inclusion and difference. A future where people acknowledge that heritage matters. A future where digital and creative expression are part of the social fabric.

We believe the future of heritage is bright. We are eager to make a difference and would love to work with you.

Sharon Veale  
CEO

# The GML Heritage Story

GML Heritage and Context formed independently in 1989, a time when development was rapidly transforming our environment and projects were agreed on a handshake. Our founders believed that history and heritage were part of the fabric of experience in towns, cities and suburbs. They argued that historic places contributed to belonging and identity.

In Sydney and Canberra, GML Heritage heralded a new era of considered heritage planning, management and conservation. In Melbourne, Context was born out of a commitment to make a difference, with communities, history, heritage and environmental conservation central to its practice.

Our two great businesses merged in 2017, drawn together by shared values and a commitment to independent insight. Today, our team of over 70 talented professionals is based in Sydney, Canberra and Melbourne. Skilled in collaborating across disciplines, our historians, heritage experts,

archaeologists, architects, interpretation planners and designers bring heritage to life in communities across Australia and internationally. We have delivered work within local neighbourhoods, significant places, iconic destinations and world heritage sites, including Budj Bim, the Sydney Opera House, the Eames House, Parramatta Park, Norfolk Island, First Government House, Royal Exhibition Building and Carlton Gardens, the Shine Dome and Old Parliament House.

Our clients return to us for our professionalism, expertise and reputation. On the strength of our client feedback, we were awarded the title of Best Heritage Consulting Firm in the Consult Australia 2020, 2021 and 2023 Client Choice Awards.

# Our Values

We are **heritage** champions.

We care deeply about heritage, communities and the environment. We feel privileged to do our work, and take our responsibility as heritage champions seriously.

We are committed to truth-telling and engaging with First Nations peoples. We are dedicated to understanding the values and meanings of historic places and the special attachments people have. We believe the past helps us to understand ourselves and offers all communities a richer experience of life.

We know **people** matter.

We are a business with a heart. Real relationships are the foundation of us. We are collaborative and collegial and the better for it.

We believe communication works best when it's inclusive and when we feel free to exchange ideas. Conserving, commemorating, and celebrating places for current and future generations really matters to us.

Our **independence** delivers distinction.

We are determined to retain our independence and legacy as trusted advisers. We draw on our deep experience and expertise to offer courageous advice.

We are always trying to deliver something which is greater than the sum of its parts—beyond the here and now.

We strive to **understand** before being understood.

We recognise there are many experiences of history and we value the diversity of people's lived experience. We know that we might have different ideas, but we work together to find positive heritage solutions.

We encourage staff to think for themselves, be approachable and remain open to difference. We listen and care about what people tell us because it makes us better at work and life.

We are always **curious**.

We value knowledge because it invigorates us and makes us grow. We share our knowledge generously, with each other and with our community.

We are genuinely curious about the past. We strive to discover, recover and reimagine history, heritage and culture. We expect and encourage our staff to keep extending the boundaries of their knowledge because it helps them navigate the world's complexity and offer relevant and meaningful advice.

# Industry Leaders

As an industry-leading business, we are committed to contributing to best practice, advancing our collective knowledge, and collaborating across disciplines to promote and protect heritage.

Our senior staff teach and mentor other professionals through industry organisations such as ICOMOS, ASHA, PHA, PIA, and AIA. We work with tertiary institutions as teachers and on collaborative research projects, such as the Everyday Heritage project with the University of Canberra. We sponsor students, support academic prizes, and employ several active researchers on staff.

We encourage our consultants to join professional associations to grow their skills and experience. We also support our team members to participate in unique international experiences, such as capacity-building missions in Asia and fieldwork at the Zagora Archaeological Project in Greece.

We regularly sponsor industry conferences (such as the Australasian Society of Historical Archaeology, National Archaeology Student Conference, Professional Historians Australia Conference, Victorian Archaeology Colloquium and Australia ICOMOS Conference) and events (such as Australia ICOMOS talks, Sydney Open, and Canberra Modern). We are corporate members of Australia ICOMOS, AusHeritage, the Climate Heritage Network, the Committee for Sydney, and the National Trust in NSW, Vic and the ACT. By engaging in these networks and conversations, we help advocate for heritage and the vital role it plays in everyday life.

# Community Commitment

Our purpose is to benefit communities and the environment through heritage, history and culture.

We help protect First Nations heritage and culture and undertake this work with a keen sense of responsibility. We advocate for First Nations people to be treated as the primary sources of information about their heritage. We have recently launched our second Reflect Reconciliation Action Plan. We co-present the First Nations Speaker Series in partnership with The University of Sydney and Museums of History NSW. The series amplifies and elevates First Nations voices, provides a platform for the broader community to learn new ideas and helps us understand how we can all be better allies on the road to reconciliation.

In our everyday work we help communities to connect by unearthing and conserving the character of places. We understand the importance of listening closely to diverse communities, and we actively work with our clients to elevate perspectives that may have been previously overlooked.

More broadly, we give back where we can. We have provided pro bono advice for charities and public art commissions, donated to not-for-profit organisations and supported First Nations businesses in our procurement.

Image: Artwork depicting a giant water serpent, by Kurnu-Baakandji Elder Badger Bates at Toorale National Park. GML assisted with artwork curation, as part of our Interpretation Strategy.

# What We Do

## We find the best solution for your project

Every project is different. We engage deeply with our clients and communities to deliver creative, practical solutions that work for clients, communities and heritage.

Our comprehensive heritage services and multidisciplinary team of 70 people across Sydney, Melbourne and Canberra mean we can take on projects of any scale. We have extensive experience working in commercial and urban development, infrastructure, education, health, civic and cultural places, parks and gardens, government-owned properties, defence sites, and iconic destinations. Our in-house specialists are adept in navigating a range of heritage approval pathways.

We appreciate that our clients do not want surprises and delays. When working with us, clients can be confident that we work hard to identify all heritage requirements and potential risks in advance.

When you work with us you are in safe hands.

We help our clients reimagine heritage across a wide range of places. As places change over time, we bring independent insights to mark their meanings today.

Our consultants are highly ethical and committed to working in accordance with the Burra Charter and other best practice guidelines—some of which they helped write. We take pride in creating user-friendly, beautifully designed reports written in plain English.

We know that one discipline can't have all the answers. Our team is skilled in collaborating across disciplines and working with a range of stakeholders to help build more connected communities.

Heritage can be an asset and a value-add. Let us show you how.

**GML Heritage is professional, creative, enthusiastic and deeply engaged.**

- Prof. Michael Jasper, University of Canberra



## Specialist conversations about heritage, history and place.

# Community Heritage

With deep knowledge about post-colonial issues, our team identifies cultural and social values held by local communities, including First Nations peoples, through respectful and meaningful facilitation and engagement. We uncover options and solutions that engage communities, accurately represent First Nations cultural values and principles, and that meet best practice government regulations.

### Key Deliverables:

- Cultural values assessments
- Aboriginal cultural heritage values assessments
- Community engagement plans
- Traditional Owner group consultation
- Workshops, interviews and surveys
- Cultural heritage management plans (CHMPs)
- Aboriginal due diligence reports
- Due diligence assessments
- Site assessments
- Aboriginal heritage impact permits (AHIPs)

Image: Calga Aboriginal Cultural Landscape was listed on the State Heritage Register in October 2019. It is a significant women's site. This listing followed a long campaign by Darkinjung Local Aboriginal Land Council and the Australian Walkabout Wildlife Park, assisted by GML, and a landmark decision in the Land and Environment Court, rejecting an expansion of sand mining at Calga.

# History

Our team of professional historians brings new perspectives to places. Rigorous historical research—using primary and secondary sources and field-based methods—underpins our work. History helps us to comprehensively understand the significance of life and places in the past. It can enrich strategic planning, and inspire design thinking, place-making, urban renewal, and interpretation.

## Key Deliverables:

- Historical research
- Oral histories
- Thematic histories
- Place-based histories
- Social histories
- Image research

**The Melbourne team provided excellent historical research, specialising in social significance. They were highly responsive to our requests and created good rapport with clients and stakeholders, particularly Traditional Owners.**

- Suellen Hunter, City of Melbourne

Image: Adela Pankhurst Walsh giving a speech outside The Carrington Press Printers, New South Wales, 28 January 1941. (Source: Fairfax Corporation, nla.obj-160364958)

# Discover the many voices of the past



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# What lies beneath?



# Archaeology

For 30 years, we have delivered some of Australia's most important historical and Aboriginal archaeology projects.

We collaborate across disciplines and with clients, communities and First Nations peoples through archaeological assessment, investigation and survey.

Our archaeologists and Excavation Directors offer comprehensive archaeology services from site assessments and excavation to curation and community engagement. Our team can work at scale, and have experience in the complexities of today's development and construction projects.

We appreciate the investment that our clients make in archaeology and we seek to deliver public benefits to inform new understandings of life in the past.

## Key Deliverables:

- Archaeological advice
- Cultural heritage assessments and management plans
- Archaeological assessments and impact statements
- Archaeological management and zoning plans
- Archaeological research designs and excavation methodologies
- Permit applications
- GIS mapping
- Site survey
- Site inspections and archaeological monitoring
- Archaeological test and salvage excavations
- Post-excavation analysis and reporting
- Archaeological and historical research
- Artefact collection management advice
- Stakeholder communication
- Archaeological interpretation planning, design and content
- 3D modelling and visualisation

Image: GML worked at the 200 George Street building for four years, planning excavation, salvaging artefacts and creatively incorporating them into the site's design, turning heritage into an asset for the new building.

# Built Heritage

Our team of built heritage specialists and architects are experienced in working with buildings and site elements of all sizes, scales and states of condition. We deliver expert heritage advice, assessments, plans and reviews that balance conservation with development, design and functionality.

Communication and technical expertise are key to our success.

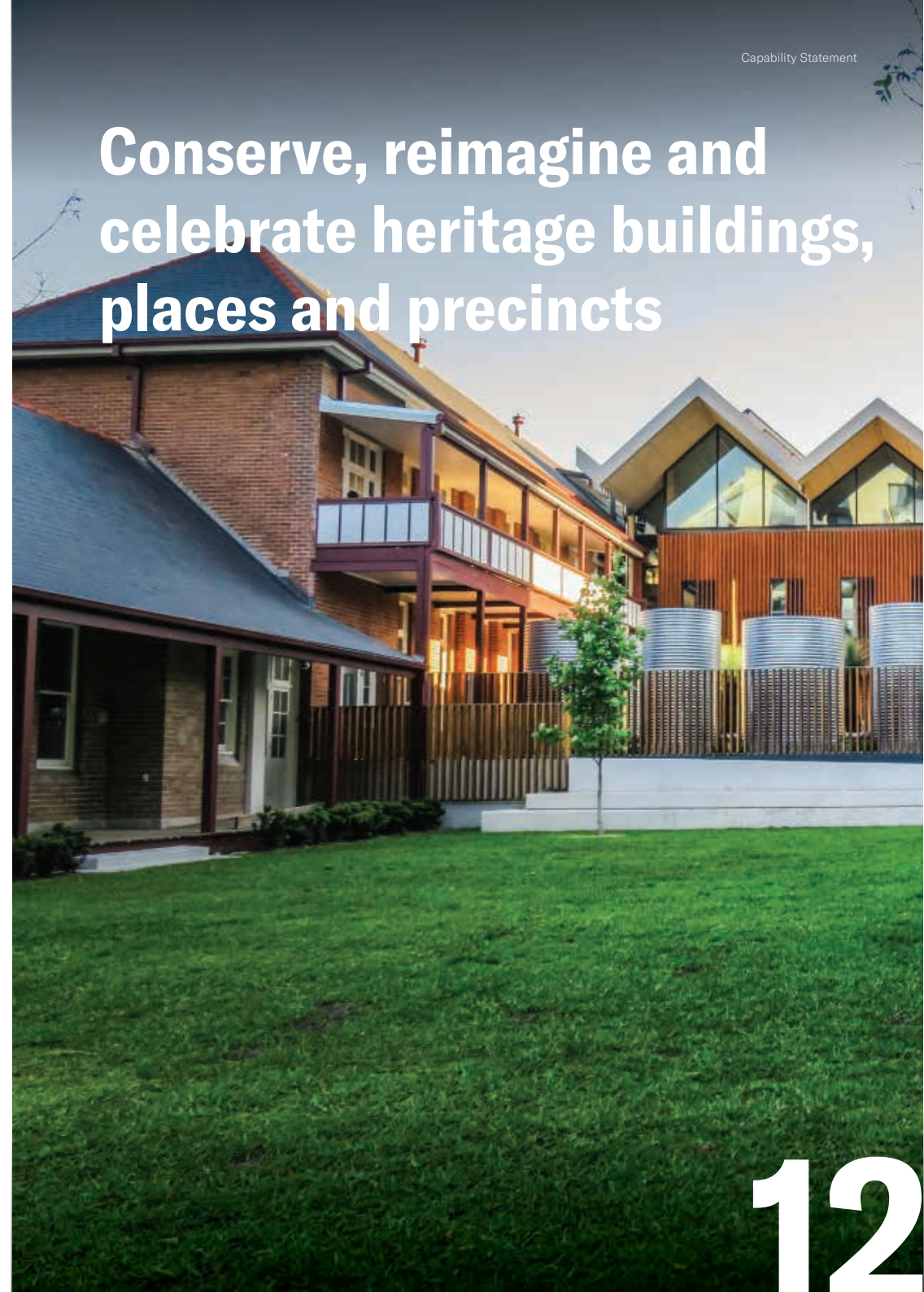
We collaborate with architects, designers, developers, property owners and planners to identify the best outcome for our clients and for heritage.

## Key Deliverables:

- Adaptive re-use
- Building upgrades
- Archival recordings
- Heritage conservation area reviews
- Conservation management plans
- Heritage asset action plans
- Condition and remedial advice
- Expert witness
- Feasibility studies
- GIS and spatial analysis
- Heritage advice
- Heritage impact assessments / statements
- Heritage management plans
- Heritage planning controls
- Local government heritage reviews / studies
- Materials conservation advice
- Peer reviews
- Pre-purchase heritage advice
- Schedules of conservation works / maintenance works
- Significance assessments
- Streetscape studies

Image: The award winning Marrickville Library and Community Hub is a striking example of adaptive reuse. GML's strategic advice, from design to build, helped conserve and repurpose the site's early twentieth century heritage buildings, reviving the historic streetscape and providing a backdrop to the new community spaces at the core of the site.

# Conserve, reimagine and celebrate heritage buildings, places and precincts



# Explore connections between people and landscapes

# Landscape Heritage

We can help you better understand, manage, upgrade and conserve significant landscapes. Combining our strengths in historical research, significance assessments, planning and heritage management with our expertise in horticulture, we deliver strategic technical advice on cultural landscapes, parks and gardens.

## Key Deliverables:

- Conservation management plans
- Heritage management plans
- Aboriginal cultural heritage consultation and significance assessments
- Cultural landscape management plans
- Heritage advice
- Strategic advice
- Heritage impact assessments / statements
- Historical research
- Heritage curtilage studies
- Expert evidence
- Review and analysis of arboricultural assessments and horticultural assessments
- Plan of management heritage inputs
- Heritage views and vistas assessments
- Masterplan advice to cultural heritage landscapes

Image: Royal Botanic Garden and The Domain, Sydney  
by Johan Mouchet

# Interpretation and Design

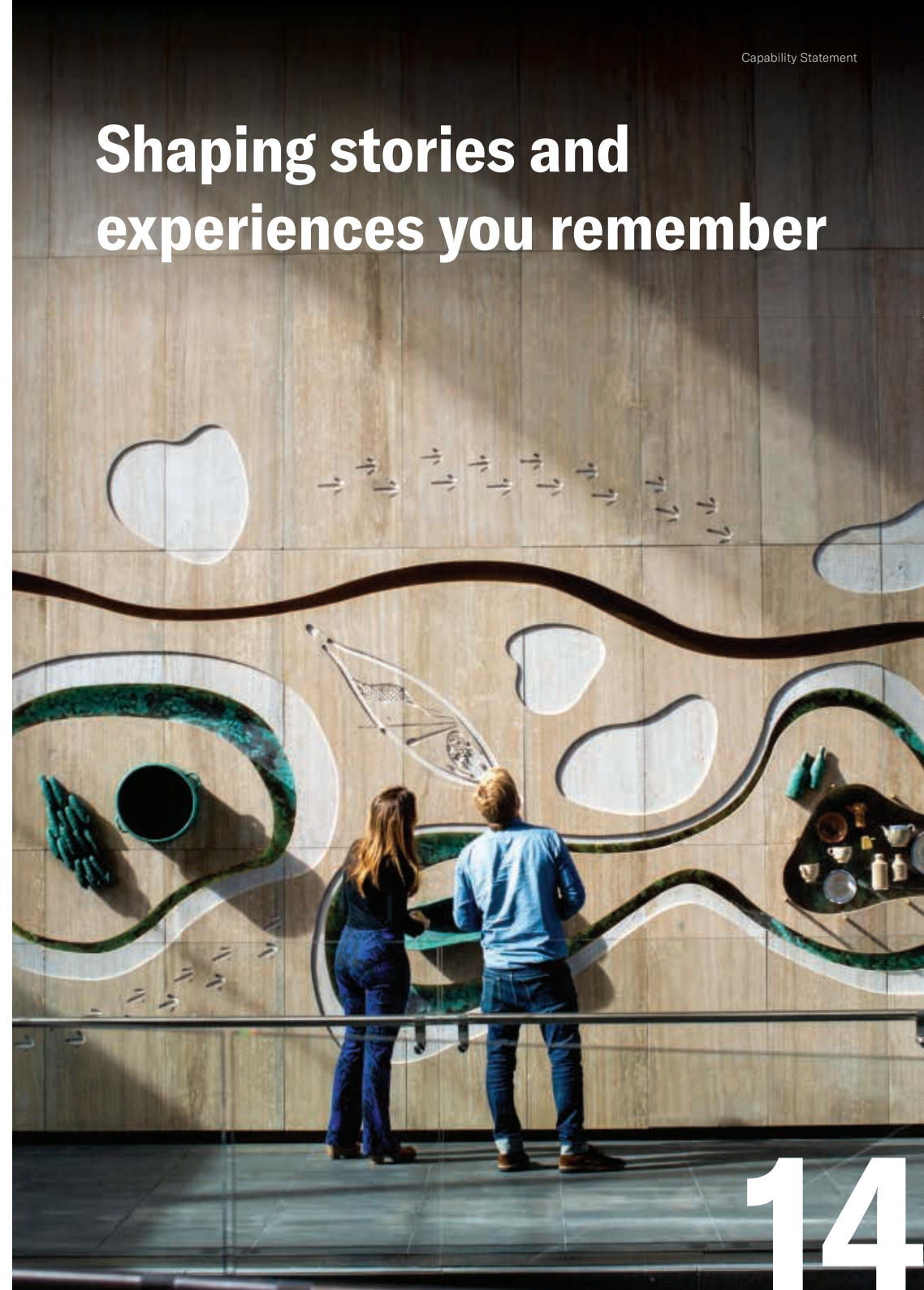
GML creates immersive visitor experience that reimagines history and heritage for today's audiences. From planning to design and installation, our multi-award-winning interpretation team includes interpretation specialists, historians, and graphic designers.

Working with the client and project stakeholders, GML creates imaginative and thoughtful interpretive devices that provoke the public's curiosity and engagement with heritage.

## Key Deliverables:

- Interpretation strategies & plans
- Stakeholders consultation
- Interpretation signage
- Graphic design
- Artefact displays
- Interpretation style guides
- Grant writing
- Exhibition design
- Place making & cultural tourism
- Public art commissions

## Shaping stories and experiences you remember



# Climate change, disaster risks and sustainability



## Heritage Resilience

The impacts of climate change and other human-made risks are potentially devastating to heritage values—buildings damaged, artefacts and archives destroyed, landscapes declining or lost. Making heritage places sustainable and resilient to climate change and disaster risks is integral to best practice heritage management and conservation.

We assess a place's heritage values, identify a wide range of risks, and develop policies and guidelines to manage places for a sustainable future.

We work to ensure heritage resilience across all environments, including built heritage, landscape heritage, historical and First Nations cultural landscapes and archaeology. We have broad local, regional, national and international experience and technical knowledge in climate heritage management, disaster risk management strategies, and sustainability.

### Key Deliverables:

- Landscape heritage and succession advice
- Climate change adaptation and action plans
- Disaster risk management plans
- Post-disaster recovery plans
- Emergency salvage plans
- Conservation management plans
- Heritage management plans
- Heritage impact statements
- Heritage impact assessments

Image: GML collaborated on the Sustainable Shine Dome Project with the Australian Academy of Science, the University of Canberra and engineers from GHD. The project identified energy and emissions reductions that contribute to the protection and promotion of the Shine Dome's unique heritage values.

# Local to Global Heritage

Our team has a depth of experience across six world heritage listed places, and five world heritage listed Australian convict sites.

We understand how to assess places for their heritage significance at all levels—locally, state-wide, nationally and globally—and are trusted to provide advice and plans for the conservation, use and presentation of these iconic places.

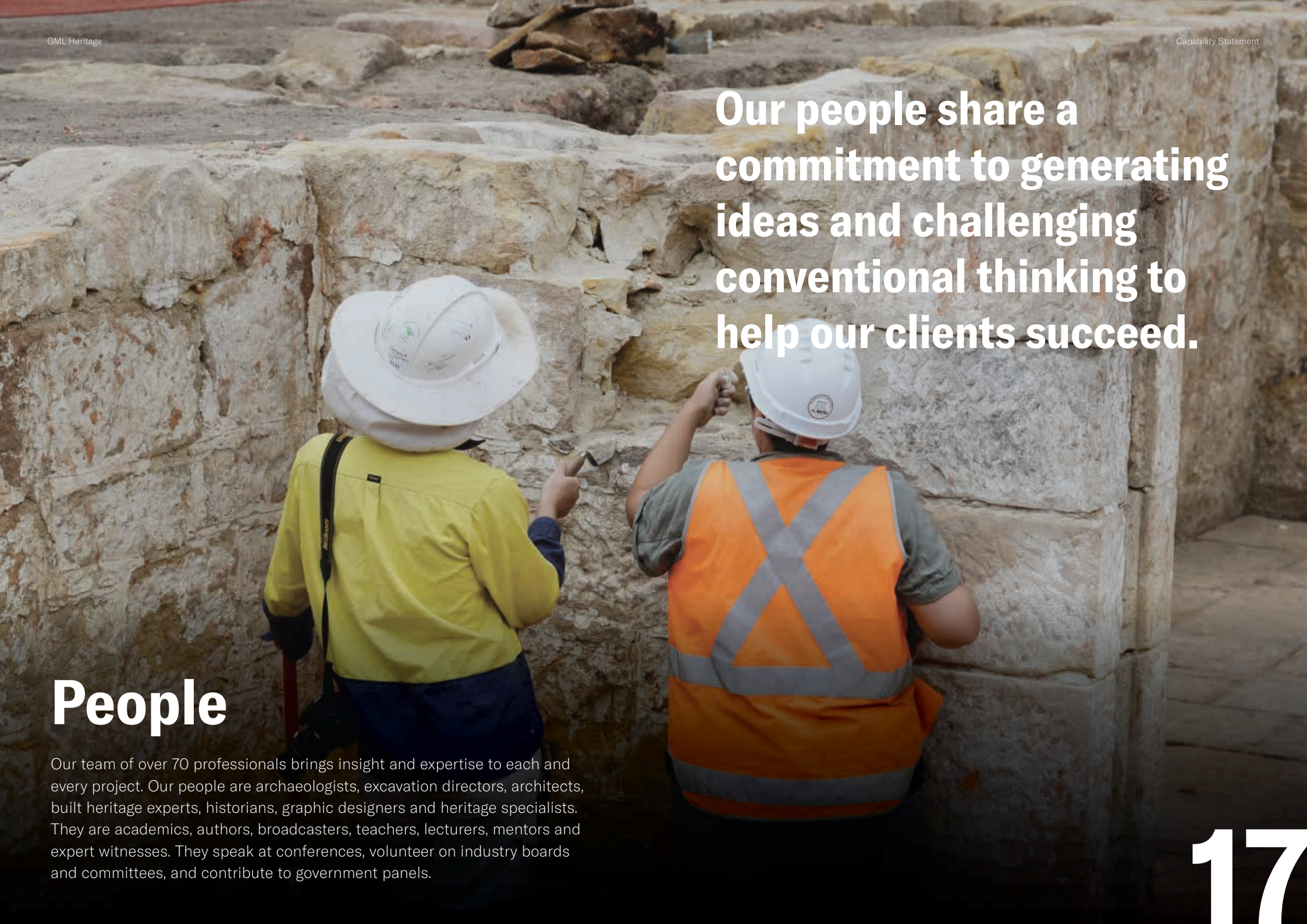
## Key Deliverables:

- Heritage assessments
- Strategic advice
- Conservation management plans
- World heritage nomination dossiers
- Capacity building
- Interpretation planning

Image: GML has provided ongoing heritage advice for the iconic Sydney Opera House since 2005—conserving heritage values while also offering innovative ideas for interpretation

# Values based— locally and globally



A photograph of two workers at an archaeological site. They are wearing white hard hats and safety vests. One worker is wearing a yellow high-visibility vest, and the other is wearing an orange high-visibility vest. They are standing in front of a large, multi-layered stone wall, possibly made of limestone or similar material. The worker in the orange vest is pointing towards the wall with their right hand. The background shows more of the stone structure and some wooden beams.

**Our people share a  
commitment to generating  
ideas and challenging  
conventional thinking to  
help our clients succeed.**

## People

Our team of over 70 professionals brings insight and expertise to each and every project. Our people are archaeologists, excavation directors, architects, built heritage experts, historians, graphic designers and heritage specialists. They are academics, authors, broadcasters, teachers, lecturers, mentors and expert witnesses. They speak at conferences, volunteer on industry boards and committees, and contribute to government panels.

**Sharon Veale, CEO and Partner, Sydney**

Sharon brings a wealth of expertise and over 20 years' experience in Aboriginal and historic cultural heritage assessment, management and conservation. She specialises in urban planning, heritage impact assessments, and interpretation. She leads multidisciplinary teams in the integrated assessment of heritage values and drives innovation at GML Heritage. Sharon is a sessional lecturer for Heritage Planning at the University of NSW, and regularly contributes to peer-reviewed journals. Sharon is a former Trustee on the Board of Sydney Living Museums and is a current board member of Auseritage.

**Rachel Jackson, Principal and Director, Canberra**

Rachel Jackson has over 20 years' experience in private heritage practice and working with the Commonwealth government. Rachel founded the Canberra office of GML Heritage, and specialises in heritage projects for Commonwealth agencies following the Environment Protection and Biodiversity Conservation Act 1999 (the EPBC Act), Australia's central piece of environmental legislation for world, national and Commonwealth Heritage places. Rachel is a member of the ACT Heritage Council and several international ICOMOS committees, and a co-founder of Canberra Modern.

**Edwina Jans, Head of Victoria**

Edwina Jans has over 20 years of experience in cultural engagement and a background in museums, galleries, heritage places and government. Edwina has held executive roles in national and state cultural institutions and government agencies, specialising in policy development, heritage planning, and communication. Edwina is a Churchill Fellow and has been recognised for her work through numerous awards including from the Australian Institute of Architects (ACT), National Trusts of ACT and NSW, Australian Museums and Galleries Association, and the Australian Public Service. She is a co-founder of Canberra Modern.

# Sydney

GML Heritage was founded in Sydney in 1989. Our head office consultants work on some of the most significant projects in Australia and internationally. Winning multiple awards across three decades, our team is committed to understanding client needs, delivering independent insight and creating positive heritage outcomes. The Sydney team is energetic, determined and equipped to meet today's heritage challenges.

# Melbourne

GML Heritage Victoria (formerly Context) collaborate on heritage projects of all scales. With deep expertise across local government, state and federal agencies, the team delivers heritage services that are respected and depended upon. Helped by strong relationships within the sector, the Melbourne team collaborates with architects, planners, landscape architects, engineers, marine archaeologists, conservators, arborists, photographers and cost planners.

# Canberra

In 2006 GML Heritage expanded to open a second office in Canberra. Since this time the Canberra team has delivered outstanding heritage outcomes for national, Commonwealth and local heritage places in the ACT and its region. The team is renowned for its knowledge of Australian government heritage management requirements. Our Canberra consultants are client focused and professional. They stay up to date through industry engagement, ongoing teaching, learning and research, bringing an integrated approach to their work.



**David Logan**, Partner and Director, Sydney



**Abi Cryerhall**, Principal, Sydney



**Rebecca Hawcroft**, Head of Heritage Places, Sydney



**Dr Tim Owen**, Principal and Head of Archaeology, Sydney



**Martin Rowney**, Principal, Canberra



**Julian Siu**, Principal, Sydney



**Catherine Forbes**, Principal, Sydney



**Dr Nadia Iacono**, Principal, Sydney

**The standard of advice and feedback is consistently high, the people we work with are personable, knowledgeable and professional.**

- Ashley Dunn, Dunn & Hillam Architects

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**Dr Christina Dyson**, Senior Associate, Melbourne



**Lynette Gurr**, Senior Associate, Sydney



**Jyoti Somerville**, Senior Associate, Sydney



**Sarah Webeck**, Senior Associate, Canberra



**Alison Starr**, Senior Associate, Sydney



**Hendry Wan**, Senior Associate, Sydney



**Leonie Masson**, Associate, Sydney



**Sophie Jennings**, Associate, Sydney



**Dr Helen Doyle**, Associate, Melbourne



**Leah Tepper**, Associate, Melbourne



**Maggie Zhang**, Acting CFO



**Brock Deighton**, COO and Company Secretary

# Let's Work Together— Get in Touch

## **Sydney**

Level 17, 323 Castlereagh  
Street, Haymarket 2000  
T +61 2 9319 4811

## **Canberra**

2A Mugga Way  
Red Hill ACT 2603  
T +61 2 6273 7540

## **Melbourne**

17 Drummond Street  
Carlton VIC 3053  
T +61 3 9380 6933