



NATIONAL TRUST of AUSTRALIA (ACT)

National Trust of Australia (ACT)

Strategic Plan

2010-2015

Strategic Plan 2010-2015 National Trust of Australia (ACT)

National Trust of Australia (ACT) or NTA ACT

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Principals

President

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Name: Sue Chambers

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Date of Plan: 7 October 2010



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This Strategic Plan will play an integral role in the management of the National Trust of Australia (ACT) or NTACT and the achievement its goals over the next five years. The plan will be used extensively by the Council and staff. When necessary it will be modified to reflect the ongoing development and needs of the NTACT.

This Strategic Plan has been developed and agreed to and signed off by the following:

The Council:

	<u>Position</u>
Eric Martin:	President (Director)
Peter Lundy:	Vice-President (Director)
John McDonald:	Secretary (Director)
Scott McAlister:	Treasurer (Director)
Sue Chambers:	Executive Director (Director)
Antoinette Buchanan:	(Director)
Paul Cohen:	(Director)
Helen Cooke:	(Director)
Grahame Crocket:	(Director)
Di Johnstone:	(Director)
Jim Nockels:	(Director)
Linda Roberts:	(Director)
Meg Switzer:	(Director)

Staff

	<u>Position</u>
Sue Chambers:	Executive Director
Liz McMillan:	Office Manager
Peter Dowling:	Heritage Officer

The Strategic Plan was adopted by the Council at its meeting on October 7th 2010.



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1. Charter Statement

Our vision for the National Trust of Australia (ACT) is that it is an independent and expert community champion for conservation, education and celebration of the Australian Capital Territory's natural, Indigenous and historic heritage for local, national and international communities to appreciate and protect.

Our values for the National Trust of Australia (ACT) are:

- Commitment to heritage conservation, celebration and promotion
- Defender of a sense of place in a changing world
- Enabling our members as supporters, customers and volunteers to participate in the business and activities of the Trust
- Enabling the community with all its diversity to participate Trust activities
- Collegially working closely within the National Trust movement in Australia
- Building alliances, partnerships with organisations for mutual benefit
- Demonstrating integrity and ethics in the professional management and governance of our organisation
- Valuing our staff and volunteers for their time, labour and other contributions
- Growing our organisation to become financially independent of government funds
- Highest standards of ethics, professionalism and governance



2. Our Goals and Objectives

The following goals and objectives provide a strategic framework to guide the Trust's activities during the next 5 years. The development of this framework is the result of a Strategic Planning workshop held for NTACT Councillors on 4th September 2010. The goals, strategies and planned actions will be reviewed and updated regularly. Delivery of outcomes will be monitored against our key performance indicators listed in the next section.

Our Goals

- 1. To promote heritage conservation and celebration in the ACT and nationally**
- 2. To engage and value our membership**
- 3. To engage people participation and build capacity in our businesses and activities**
- 4. To be financially sustainable by 2013**



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Goal 1: To promote heritage conservation in the ACT and nationally

To achieve this we will develop and pursue a **Heritage and Grants Action Plan**.

The plan will:

- 1.1 Identify priorities for the Trust's engagement in the conservation of natural, Indigenous and historic heritage of the ACT
- 1.2 Prioritise ways in which the Trust will communicate greater heritage leadership through constructive public engagement in ACT heritage issues, particularly with the ACT Government and ACT Heritage Council
- 1.3 Provide a strategic framework for a program of community educational activities which will raise awareness and celebration of ACT's heritage.
- 1.4 Identify heritage grant opportunities and monitor engagement in the project management of heritage grants with a view to increasing this revenue stream
- 1.5 Expand volunteer membership of the Expert Panel and provide increased opportunities for these experts to participate in the Trusts' heritage advice
- 1.6 Support ACT engagement in national initiative heritage projects working collaboratively with other Australian Trusts
- 1.7 Provide a framework for the conservation and management of the Trust's heritage records and collections
- 1.8 Provide advice for heritage priorities to other Committees for Trust activities, particularly tours, events and communications



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Goal 2: To engage and value our membership base

To achieve this, we will develop and pursue plans to:

- 2.1 Significantly increase the numbers and diversity of our membership, develop programs to support and value our members and promote meaningful volunteer opportunities through our **Volunteers Action Plan**
- 2.2 Provide, cost-effective, innovative and attractive public communications that raise the Trust's profile, build partnerships and promote the NTACT Heritage Brand through our **Communications Action Plan**
- 2.3 Build positive relationship with Ngunnawal traditional owners and other Aboriginal Canberra residents through development of a **Reconciliation Action Plan**

Goal 3: To engage people participation and build capacity in our businesses and activities

To achieve this, we will develop and pursue plans to:

- 3.1 Develop and implement our **Operational Plan** including a **Training Plan** for staff, Councilors and volunteers and an **Asset Management Plan**
- 3.2 Complete the Trust's Policies and Procedures Manual and ensure it is updated and accessible
- 3.3 Increase the participation of volunteers in our business and activities
- 3.4 Pursue an active and unified approach to strategic planning and co-ordination across Committees
- 3.5 Pursue ongoing and positive working relationships with government and the Trust movement at all levels
- 3.6 Develop succession planning for staff, Council and volunteers.



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Goal 4: To be financially sustainable by 2013

To achieve this, we will develop and pursue a **Business Development Plan**

The plan will:

- 4.1 Identify and develop strategies to maximise income opportunities given Canberra's unique location as the capital city of Australia through a variety of opportunities for tours, increased membership numbers, grants, donations, sponsorships and strategic partnerships.
- 4.2 Review Irvine's NTACT report and as a priority implement its recommendations as appropriate
- 4.3 Maximise business efficiencies through working collaboratively with other Trusts and organisations
- 4.4 Identify and maximise economic efficiencies of sharing staff and facilities with the ACNT in Canberra
- 4.5 Maximise working relationship with ACT and Commonwealth Governments and agencies through heritage partnerships and cultural tourism activities
- 4.6 Develop an Exit strategy to ensure there is no chance of trading while insolvent.
- 4.7 Maximize income and educational opportunities to promote heritage tours locally, nationally and internationally through our **Tours Action Plan**



3. Challenges and Opportunities

NTACT is faced with a number of challenges that are likely to have a direct impact on the implementation of this plan and it will also have a number of opportunities that NTACT could pursue. The initial Challenge and Opportunities lists below were identified at the 2010 Strategic Planning workshop

Our Challenges are:

- Potential decrease in levels of funding from sources such as sponsorship, fundraising, government
- Improved servicing and valuing of our members
- Continual need to increase volunteer participation and membership numbers
- Engaging with the broader community at a local and national level
- Building a relationship of mutual respect and constructive dialogue between Council and the ACT Heritage Council
- Constructive engagement with government at all levels and its under investment in heritage in the ACT
- Active and unified approach to strategic planning and co-ordination across Committees
- Managing the relationship with ACNT
- Allocation and management of human resources including retiring Council and Executive members
- Generating sufficient income for staff salaries to support the implementation of this Strategic plan
- Marketing and promotion of NTACT brand to corporate bodies, government, and the general community
- Issues of corporate governance – role of the Council/Board and Committees, relationship between Executive and management/staff, reporting lines between Executive/management/committees.
- Generating sufficient resources for the development and implementation of education and training programs



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Our opportunities are:

- Ageing population can provide more interest in NT activities
- Engagement in heritage reference groups (e.g.: NCA, LDA, ACT Government) - need to lobby for funding of our participation
- Increased public profile of NT and engage local corporate interest
- Create new innovative activities for financial gain and membership benefits
- Taking advantage of the new national website as well as online engagement for social networking
- Increasing membership and mobilising participation
- Taking advantage of expanded consultation requirements in ACT heritage legislation (including those with historic connections to places in a similar way that Indigenous custodians are currently involved)
- Developing meaningful relationships with other organisations and the mutual interests for both parties
- Collection of high level of skills in the Council and Committees -Membership also has a high level of skills, enthusiasm and knowledge and using the membership better for promotion, advocacy, fund raising
- Building Heritage community engagement and a broader coalition of common interest groups
- Prosecuting opportunities for relationships with like minded bodies
- Leveraging the national reach of NT and pursuing relationships (financial and otherwise) with other Trusts
- Engaging in global conversations around heritage issues
- Tapping into incoming tourist market for opportunities such as improved tourism itinerary planning through the website
- Positioning ourselves in the nexus of local and national heritage in the history of Federation - telling the national story locally through a relationship with the centenary group



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4. Management Structure

The NTACT Council will have the following Committees that will be responsible for planning and working together with the Executive Director and the NTACT office team to deliver our goals and objectives. With the exception of the Executive and Finance Committees, each of the other four Committees shall have three Council members and expert member volunteers. These Committees can co-opt suitable volunteer expertise onto Taskforces if required to assist a Committee to deliver its action plans e.g., Heritage Expert Panel, Grants Taskforce, Editorial Taskforce, Canberra Events Taskforce, Heritage Festival Taskforce, Reconciliation Action Plan Taskforce. The following functions for Committees will be reviewed annually.

4.1 Executive Committee with the functions to:

1. Exercise delegated authority to act on behalf of the Council between Council meetings and represent the Council where appropriate
2. Report all material matters to Council and make recommendations on
 - appointment and performance of staff
 - current financial status of the Company
 - strategic plan and policies, and **Asset Management plan**
 - compliance with the Constitution and Company Law
 - appointments to Council and Committees
 - management of memberships, sponsors, donors, benefactors, conservation appeals
 - ACNT and Trust Movement matters
3. Develop and implement the **Operational Plan** including **Training plan** for staff, Councillors and volunteers
 - manage human resources including Directors, volunteers and paid staff
 - develop standard operating procedures including linking together Council Committee Action Plans within this Strategic Plan



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- update, maintain and make accessible the **Policies and Procedures Manual**
 - develop a skills audit of staff, Councillors, members and supporters
 - monitor the Volunteers' Register
 - review and revise the Constitution and the Terms of Reference (TOR) of Committees of the NTACT to be consistent with this Strategic Plan
 - revise the relationship with the national body ACNT and continue to explore shared common services and facilities
 - ensure efficient and appropriate communication through the use of IT, the national website, our publications, E-News and databases
4. Develop and implement an **Asset Management Plan**
- audit existing assets (Office, Lanyon collection)
 - monitor depreciation schedules, disposal and acquisition records
5. Develop and implement our **Reconciliation Action Plan** to:
- build positive relationship with Ngunnawal traditional owners and other Aboriginal Canberra residents
 - increase membership knowledge about our shared history with Ngunnawal people
 - participate in national initiative project on accessible heritage, including development of a Reconciliation Action Plan



4.2 Finance and Audit Committee with the function to:

1. Provide expert advice to the Executive Director, the Executive Committee and the Council on financial matters
2. Develop the **Budget Plan** for the forthcoming financial year and recommend to Council for approval by June Council meeting
3. Undertake overview of the annual audit process and review the draft annual **Financial Report** prior to recommending the Report to Council for approval. The Committee will :
 - Focus on significant changes in accounting policies and practices, major judgemental areas, significant audit adjustments, proposed departures from accounting standards
 - Discuss the scope of the audit with the Auditors
 - Review interim financial statements prior to publication
 - Establish a comprehensive reporting format to the Council
 - Propose departures from accounting standards as required
4. Reports on progress to the Executive Committee and Council against the approved Budget Plan and Financial Report



4.3 Heritage and Grants Committee with the functions to:

1. Provide expert advice and priorities on heritage matters to the Executive Director, the Executive Committee and the Council
2. Develop and implement the annual **Heritage and Grants Action Plan** by 1 March annually, with priorities areas for the year identifying income streams, financial and human resources required
3. Ensure the **Heritage and Grants Action Plan** will:
 - identify current natural, Indigenous and historic heritage matters in the ACT and NTACTION's planned actions
 - promote best practice conservation e.g., community heritage education including public speaking events, and the Heritage at Risk program
 - liaise with the Heritage Expert's Panel for advice on identified priority heritage matters including submissions
 - develop a process for prioritising and responding to heritage planning and other issues that affect ACT heritage as and when they arise
 - identify a staged schools outreach program, initially seeking contribution to schools anniversaries
 - maintain the heritage information provided on Trust website
 - identify and develop grant applications for heritage research and monitor project management of grants, aiming to increase grant income
 - incorporate the implementation of the NTPP grant's heritage national initiative projects into the heritage program of the NTACTION
 - plan and ensure expert heritage articles are prepared for Trust magazines, website and local media
 - support constructive and regular liaison on heritage matters with the ACT Heritage Council, ACT and Federal governments, NCA and ACNT
4. Report on progress to Council on progress against the approved **Heritage and Grants Action Plan**.



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4.4 **Volunteers Committee** with the functions to:

1. Provide expert advice and priorities on volunteer matters for the support of NTACTION's activities for members and the Executive Director, the Executive Committee and the Council
2. Develop and implement the **Volunteers Action Plan** by 1 March annually, with priorities areas for the year identifying income streams, financial and human resources required
3. Ensure the **Volunteers Action Plan** will:
 - provide an overall break-even profit, or better for Trust activities conducted
 - develop new activities that will generate income
 - identify programs to support and value members
 - develop action plans for the conduct of Canberra-based Trust activities referred by other Committees and approved by Council. These may include invitations for public speakers, administration of local heritage walks, Heritage Festival activities, promotional activities (e.g., Multicultural Festival, Canberra Festival, Seniors' Week), distribution of Trust brochures and advertisements for events, events for young Members, Members Evenings, AGM, Christmas function, activities for Volunteers, Trust Office and Lanyon volunteering.
 - maintain the Volunteer Register to support Trust activities and a database for Members' participation in activities
 - develop plans for increasing volunteer participation and training needs for volunteers
 - provide participation numbers at Trust activities and evaluations of activities
 - nominate the Volunteer of the Year to Council prior to the AGM
4. Reports on progress to Council on progress against the approved **Volunteers Action Plan**.



4.5 Tours Committee with the functions to:

1. Provide expert advice and priorities on tours matters to the Executive Director, the Executive Committee and the Council
2. Develop and implement the **Tours Action Plan** by 1 March annually, with priorities areas for the year identifying income streams, financial and human resources required
3. Ensure the **Tours Action Plan** will:
 - contribute significantly to NTACT income through a local, regional, and national tours program
 - develop NTACT as the National Trust Centre of Excellence in Australia for cultural tourism by developing distinctive, engaging and profitable tour programs that draw on Trusts expertise and properties
 - develop and promote heritage tours for ACT's distinctive location as the nation's capital to the ACT community and to Australian and overseas visitors
 - promote heritage tours for all types of heritage: the built form, natural & Indigenous culture, and collections and tell the big Australian stories
 - encourage a diverse range of tours that suit people of different ages and fitness level and a range of cost levels
 - plan an advertisement schedule for promoting the tours and ensure up to date information on our website, magazines, and handouts
 - prioritise interpretation projects to be undertaken in the next year (e.g. local walks brochures and signage)
 - identify suitable tour guides for NTACT tours and provide opportunities for training.
4. Reports on progress to Council on progress through the approved **Tours Action Plan**.



4.6 **Business Development Committee** with the functions to:

1. Provide expert advice and priorities on business development opportunities to the Executive Director, the Executive Committee and the Council
2. Develop and implement the **Business Development Plan** by 1 March annually, with priority activities for the year identifying income streams, financial and human resources required
3. Ensure the **Business Development Plan** will:
 - identify, prioritise and deliver increased income streams through sponsorships, bequests, donations, membership drives and new activities
 - identify, prioritise and deliver strategic partnerships and alliances of mutual benefit e.g. Canberra Rotary ‘What its Worth?’
 - monitor membership income and plan ways to increase significantly increase membership to a broader range of people and interests
 - support and monitor income streams provided by other Committees (grants, tours, and activities)
 - monitor Members’ feedback and interests through surveys
 - develop and implement a **Communications Action Plan** to support income opportunities:
 - identify collaborative activities to promote the National Trust brand
 - promote the NTACT through Trust News, Heritage in Trust, E-News and the website
 - build relationships with media, and our public relations consultant
 - engage a Task Force to edit and deliver Trust magazines
4. The Business Development Plan will include an Exit strategy to ensure that the NTACT does not trade while insolvent
5. Reports on progress to Council on progress through the approved **Business Development Plan and Communications Action Plan.**



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5. Key Performance Areas

The key performance areas are based on a number of more detailed Committee Action Plans that lie within this overarching document. These Committee Action Plans provide guidance with actions and targets in greater detail as well as more accountability for Councillors, Committee members and staff. All Committee Action plans to be in the same format as below.

Goal 1: To promote heritage conservation in the ACT and nationally

Goal 1: To promote heritage conservation in the ACT and nationally	When	Budget required	Who is responsible	Reporting Target and Progress
1.1 Develop and implement our Heritage and Grants Action Plan	13 November 2010		Heritage and Grants Committee with reference to Business Development Committee	Milestones, targets in the plan
1.2 Coordinate Heritage Expert Panel			Heritage and Grants Committee	
1.3 Develop and implement a Framework for conservation management of the Trust's heritage records and collections			Heritage and Grants Committee	



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Goal 2: To engage and value our membership

Goal 2: To build and value our membership	When	Resources required	Who is responsible	Reporting Target and Progress
2.1 Develop and implement Volunteer Action Plan	13 November 2010		Volunteers Committee with reference to other Committee Action plans	Milestones, targets in the plan
2.2 Develop and implement a Business Development Plan and Communications Action Plan	13 November 2010		Business Development Committee with reference to other Committee Action plans	Milestones, targets in the plan
2.3 Develop and implement our Reconciliation Action Plan	13 November 2010		Executive Committee	Milestones, targets in the plan

Goal 3: To engage people participation and build capacity in our businesses and activities

Goal 3: To engage people participation and build capacity in our businesses and activities	When	Budget required	Who is responsible	Reporting Target and Progress
3.1 Develop and implement Operational Plan	13 November 2010		Executive Committee	Milestones, targets in the plan
3.2 Develop and implement Training plan	13 November 2010		Executive Committee	Milestones, targets in the plan
3.3 Develop and implement Asset Management plan	13 November 2010		Executive Committee	Milestones, targets in the plan
3.4 Develop succession planning for staff, Council and other key personnel such as volunteers			Executive Committee	



Goal 4: To be financially sustainable with a balanced budget in 2013 by pursuing a range of income streams

Goal 4: To be financially sustainable with a balanced budget in 2013 by pursuing a range of income streams	When	Resources required	Who is responsible	Reporting Target and Progress
4.1 Develop and implement the Business Development Plan	13 November 2010		Business Development Committee with reference to other Committee Action plans	Milestones, targets in the plan
4.2 Develop and implement our Budget Plan and Financial Report	13 November 2010		Finance and Audit Committee with reference to Executive Committee	Milestones, targets in the plan
4.3 Develop a profitable Tours Action Plan and program	13 November 2010		Tours Committee with reference to Business Development Committee	Milestones, targets in the plan
4.3 Coordinate the financial and human resources for all Committees			Business Development and Finance and Audit Committees	
4.4 Review Irvine's NTACT report and as a priority implement its recommendations as appropriate			Executive Committee with reference to other Committee Action plans	
4.5 Maximize business efficiencies through working collaboratively with other Trusts and organizations			Business Development Committee with reference to other Committee Action plans	
4.6 Identify and maximise economic efficiencies of sharing staff and facilities with the ACNT in Canberra			Business Development Committee with reference to Executive Committee	
4.7 Exit strategy to be developed to ensure no chance of trading while insolvent			Business Development and Finance and Audit Committees	



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6. Monitor and Review

All targets in action plans will be evaluated quarterly by Committees, the financial plan will be evaluated at each Executive and Council meeting as in table below:

Strategic Plan	Update	Total Review	Responsibility
Values, Vision, Mission	Six-monthly, but only if required	Annually	Council
Goals and Objectives	Six-monthly, but only if required	Annually	Council and Committees
Targets	Six-monthly, but only if required	Annually	Council and Committees
Budget Plan and Financial Report	Quarterly if required	Annually	Finance and Audit Committee
Business Development Plan	Annually	Annually	Business Development Committee
Communications Action Plan	Annually	Annually	Business Development Committee
Operational Plan	Annually	Annually	Executive Committee
Asset Management Plan	Annually	Annually	Executive Committee
Training Plan	Annually	Annually	Executive Committee
Reconciliation Action Plan	Annually	Annually	Executive Committee
Volunteers Action Plan	Annually	Annually	Volunteers Committee
Heritage and Grants Action Plan	Annually	Annually	Heritage and Grants Committee
Tours Action Plan	Annually	Annually	Tours Committee



7. Appendices

All Committee action plans as identified above.

