



NATIONAL TRUST
Every moment an amazing story

National Trust of Australia (*Victoria*)

Strategic Plan 2014–2018



Our History

The National Trust in Victoria has grown since 1956 to become Australia's largest community based heritage advocacy organisation and independent, privately funded not-for-profit body. We seek to ensure our communities value their cultural legacy and support them in their efforts to preserve what is significant to them. As the state's premier heritage advocate and operator of historic properties open to the public, we work with partners to achieve our vision for the protection of our shared heritage for the benefit of future generations.

Our Vision

For the Australian community to understand, value and enjoy the natural, cultural and Indigenous heritage that creates our national identity.

Our Mission

To inspire the community to appreciate, conserve and celebrate its natural, cultural and Indigenous heritage.





Our Values

To deliver our mission and vision we have committed to six core values which shape our strategic planning priorities. On these we will build our programming, manage our development, seek out partnerships and embrace opportunities. We value:

Leadership and Inspiration

An innovative, effective and respected advocate, we inspire the community to appreciate, recognise, conserve, protect and celebrate our heritage.

Celebration and Inclusion

We are passionate about engaging our community and working with partners to promote the appreciation of and accessibility to our shared heritage.

Innovation and Learning

We are committed to sharing our stories with our community through new and dynamic education and interpretation programs.

Trust

We display transparency and credibility in all that we do so that the community can have confidence in the custodianship of our shared heritage.

Responsibility

We meet our commitments and fulfil our obligations to the community as custodians of heritage.

Resourcefulness

We efficiently utilise our resources to achieve sustainable outcomes.





Engagement and Inspiration: Breathing life into our preserved gardens at Como.



What We Stand For

Australia is blessed with a spectacular environment and a rich cultural heritage. Our heritage includes a culture of human expression etched on our land stretching back over over 60,000 years.

In Victoria the National Trust of Australia recognises the diversity of our population and the cultural richness that this has brought to our state. Over 300 languages, including Aboriginal languages, are spoken in Australia, and members of our community identify with over 200 ancestries and practice a multitude of religions. This diversity enriches our cultural heritage and our creative expression.

It shapes the cultural heritage we have today and in preserving and celebrating part of that heritage we inevitably shape the legacy we leave for future generations.

The National Trust is committed to recognising the diversity of our cultural legacy and working with our communities to foster an understanding and celebration of that richness. We are also committed to supporting communities in preserving what is important to them.



Building Future Capacity: Celebrating our shared heritage with the Sunset Dreaming Dancers at the handover of the Ebenezer Mission, Antwerp.



Engagement and Inspiration: Supporting regional communities celebrate their heritage in Chiltern.



Strategic Plan

In developing our 2014–18 Strategic Plan we have built upon 58 years of conservation activity across our natural, cultural and Indigenous heritage. Our aim is to ensure that the Trust is in a position to thrive, enabling the delivery of our community focused mission and encouraging appreciation, conservation and celebration of our shared heritage.

Our Evolution

Our inaugural 2008–13 Strategic Plan sharply refocused the Trust's strategic priorities. In restructuring our organisation, delivering improved sustainability and embracing innovation and technology, we are now more than ever able to celebrate and advocate for our heritage. Our leaf logo, a clear reference to our environment, contains three leaves in various states of growth representing the past, present and future. Our tag line "every moment an amazing story" encapsulates the wide range of activities the Trust is engaged in and the many stories we, as custodians, have a duty to disseminate.

Through dynamic and innovative programming, we have seen visitation to our properties rise to over 400,000 people per annum and over 40,000 children now take part in curriculum integrated programs both at our sites and through community outreach within schools. We are also slowly unlocking the potential of the 35,000 objects in our collections through blockbuster exhibitions and progressive interpretation. As sector leaders, we are at the forefront in Australia of



Advocacy and Expert Advice: Working with partners to undertake archaeological research at Gulf Station.

championing the use of technology to promote heritage engagement, awareness, education and strong advocacy.

As a result of our strategic planning, many of our significant sites have benefited from major restoration programs and millions of dollars in investment. This includes major works at Rippon Lea and Barwon Park, construction of the Polly Woodside's award-winning museum, the restoration and reopening of Governor La Trobe's cottage and the launch of a new Trust managed tour of nearby Government House. Our natural sites were also developed, with Endeavour Fern Gully, a remnant temperate rainforest on the Mornington Peninsula, being restored and reopened with community support.

Ensuring the long-term sustainability of this capital investment in our properties is the programming and interpretation experienced. The high quality of visitor experience at the Old Melbourne Gaol, Qantas Best Cultural Heritage Attraction in Australia 2009 and 2010, was recognised with the site's induction into the Victorian

Tourism Hall of Fame in 2011. The strong and innovative custodianship of our sites will continue as a key priority with this Strategic Plan.

In addition to our property activity, the Trust is increasingly engaged within the community in a diverse range of partnerships promoting positive outcomes for our natural, cultural and Indigenous heritage. We are committed to building upon the success of our community engagement and a significant example of this is the National Trust Heritage Festival. Supported by the Commonwealth Government, local councils, commercial sponsors and the community, the festival now hosts over 200 events and attracts 80,000 visitors.

Motivated by our desire to maintain a strong voice for heritage protection, advocacy and conservation activity remain at the core of our Strategic Plan. The Trust has consolidated and expanded its advocacy program in recent years with a number of key achievements positioning us as



Exhibiting Collections and Stories: Unlocking the Old Melbourne Gaol with The Underbelly: Squizzy Exhibition.



Custodianship of Our Heritage: Invigoration of remnant temperate rainforest site Endeavour Fern Gully.



industry leaders. Whether it be our increasing engagement on Indigenous heritage issues, success lobbying for funding for W Class tram restoration, our statewide Heritage Awards program, or raising awareness of issues facing our Avenues of Honour, we are working with the community as sector leaders. Using technology to engage support for our projects, like through our iPhone apps and online Register of Significant Trees, the Trust is committed to an increasingly effective advocacy role. This core work will gather strength and momentum as we become more financially sustainable.

Our Strategic Plan for 2014–2018

Our Vision is that the community will understand, value and enjoy the natural, cultural and Indigenous heritage that creates our Australian identity. We seek to engage with the community and stakeholders and encourage each generation to play their part in celebrating and safeguarding the heritage that is important to them.

The final act of 2013, and one which will now lead the Trust into our new Strategic Plan, saw the Trust Board and Management travel to Antwerp in the Wimmera to mark a momentous event in the Trust's history, the handing over of Ebenezer Mission to the Barengi Gadjin Land Council Aboriginal Corporation. Attended by the Minister for Indigenous Affairs the Honourable Jeanette Powell MP and Traditional Owners, the event marks a change in the way that the Trust views its role and our heritage. It is a fitting point to close our existing plan.



Engagement and Inspiration: Engaging new audiences at Rippon Lea through storytelling and Alice in Wonderland.



In our new Strategic Plan 2014–18 we remain committed to advocating for our heritage and being increasingly engaged in interpretation, education and celebration of the cultural heritage. We now place increasing importance on our role as custodian, unlocking and telling the stories that emanate from our sites and in doing so we engage with our community, breathing life back into our preserved and conserved places and ensuring their sustainability and relevance.

We have identified a number of strategies to deliver these outcomes, detailed in the following pages, and are excited by the opportunities they represent.

Dr Graeme L Blackman
Chairman

Martin Purslow
CEO



Dr Graeme L Blackman planting a commemorative Rippon Lea apple tree with Janine Coombs, Chair of the Barengi Gadjin Land Council Aboriginal Corporation, at the handover of the Ebenezer Mission, Antwerp.



Martin Purslow supporting the use of best practice heritage trade skills on the roof at Rippon Lea.



Valuing natural, cultural and Indigenous heritage: *Our Leadership Role*



Outcome 1

*Custodianship of
our Heritage*

Outcome 2

*Advocacy and
Expert Advice*



Outcome 3

*Engagement
and Inspiration*



1. Encouraging volunteerism and traditional skills development at the Como Working Bee.
2. Leaders in innovative technology development with Lost! Melbourne's Lost 100 iPhone app.
3. Award winning curriculum integrated courtroom drama at the Old Melbourne Gaol Crime and Justice Experience.



Outcome 4

Exhibiting Collections and Stories

Outcome 5

Building Future Capability



Outcome 6

Being Financially Resilient

4. Working with Indigenous communities to unlock our shared stories at the Our History Heritage Festival event.
5. Engaging the community through volunteerism as ANZ volunteers learn new skills at the Polly Woodside.
6. Ensuring sustainability with photovoltaic panels on the roof at Rippon Lea.

1 Custodianship of our Heritage

- Implement and execute the National Trust Collections Policy for Acquisition and Disposal of Property and Conservation of National Trust assets:
 - *identify criteria for assessing heritage value;*
 - *develop strategies for different categories of assets including properties and collections;*
 - *develop strategic planning for conservation and condition survey of built assets;*
 - *in priority order promote the appropriate preservation and viable reuse of our assets;*
 - *optimise benefits received from popular assets to ensure financial sustainability across our portfolio;*
 - *realise the opportunities provided by the iconic 'brand-image' properties;*
 - *celebrate our cultural heritage; and*
 - *develop our collections policies to promote and disseminate our cultural assets.*



Custodianship of our Heritage: Ensuring sustainability of Rippon Lea through a reinstated roof and installation of photovoltaic panels.



2 Advocacy and Expert Advice

- Drive community focused advocacy from the preservation of single assets to the preservation of natural, Indigenous and cultural heritage.
- Position the National Trust as a leader, shaping policy and creating alliances to lobby state government to deliver better planning outcomes.
- Embrace growth with our Reconciliation Action Plan.
- Promote the National Trust as an expert advisor and practitioner in the preservation, management and sustainable development of heritage assets.
- Share heritage expertise in public arenas.
- Utilise new technology to deliver advocacy programs.
- Support branch advocacy.
- Promote and expand our Heritage Awards and best practice recognition program.



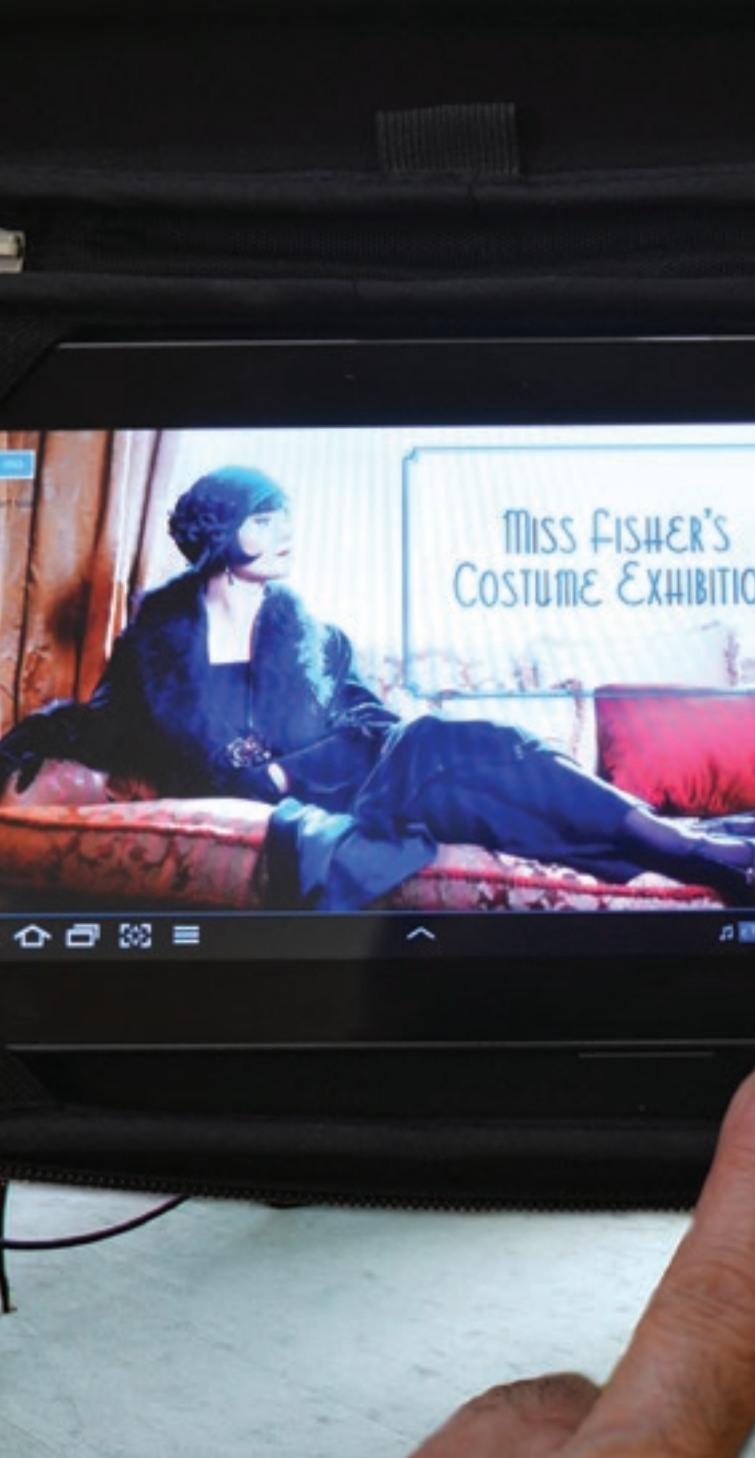


3 Engagement and Inspiration

- Re-launch the National Trust as the leader in valuing cultural heritage by embracing celebration, lifelong education, identification, preservation and interpretation.
- Expand community engagement initiatives including the National Trust Heritage Festival.
- Expand the National Trust's reach and influence through partnerships with:
 - *tourism agencies;*
 - *other cultural organisations;*
 - *multicultural communities;*
 - *alliances with other asset custodians and owners; and*
 - *educational institutions and lifelong learning providers.*



Exhibiting Collections and Stories: Dynamic participation with our collections and place through augmented tablet interpretation at Miss Fisher's Costume Exhibition.



4 Exhibiting Collections and Stories

- Develop the catalogue of collections.
- Continue to research and document the stories behind properties and cultural collections.
- Enhance our stories guided by our Reconciliation Action Plan and engagement strategies.
- Use new technology to:
 - disseminate stories;
 - engage visitors through improved interpretation;
 - create participatory experiences; and
 - provide online access to stories and collections.
- Develop 5 year rolling program of exhibitions.





5 Building Future Capability

- Recognise staff and volunteers as a major asset.
- Strengthen and support branch network.
- Be seen as our leading employer/trainer in the heritage industry.
- Provide professional development for volunteers.
- Continue to develop and enhance staff skills.
- Improve all revenue-raising capabilities.
- Capitalise on synergies with the Australian Council of National Trusts and other state and territory National Trusts.
- Strengthen engagement with other heritage bodies in Australia.



Being Financially Resilient: Expanding our capacity through creative new partnerships at The Stables of Como.



6 Being Financially Resilient

- Improve the revenue-raising capabilities of assets where appropriate, building on tourism successes.
- Develop a retail and merchandising strategy.
- Building an expanded and multicultural membership across all ages.
- Seek more business sponsors and partners.
- Build relationships with government and other agencies to develop our full potential.
- Build on our successes to secure endowments, donations and bequests.
- Develop our engagement with philanthropic partners.
- Use funds secured from sustainable business planning to reinvest in developing our cultural assets.
- Review assets and coordinate this with National Trust objectives.





Engagement and Inspiration: Engaging new audiences through storytelling at the Rippon Lea grotto.

Working Together

You can help

The National Trust is a non-government community organisation that relies on the support of many people. Property entrance fees, grants and donations all support our income. Donations of \$2 or more are tax deductible. Visit www.givenow.com.au/natrustvic to donate today.

Membership

The National Trust is the voice of our members and reflects community opinion. Membership contributions are a significant inclusion in our revenue mix, helping support the National Trust's important work. Members are also ambassadors, encouraging others to join and support our vision of ensuring a future for our heritage.

Life Members are those who make a long term commitment to the National Trust by making a valuable investment in our work, preserving Victoria's shared heritage. Visit www.nationaltrust.org.au/shop/membership/ for more information.

Branches

National Trust members are supported by branches which identify local issues and work with local government and other organisations to ensure important heritage in their area is recognised and protected. Many members play an active part in branch activities, exploring and enjoying our heritage. Visit www.nationaltrust.org.au/vic/branches for more information.

Volunteers

Volunteers are integral to the National Trust's work, supporting its research, campaigns, projects and providing expertise. There are currently over 500 volunteers contributing over 50,000 hours per annum to the Trust. The Trust also has an active corporate volunteering program. Visit www.nationaltrust.org.au/vic/volunteers for more information.

National Trust Foundation

As a key part of our strategic development, the National Trust of Victoria Foundation was formed as a significant, secure fund to allow us to realise our vision. The Foundation allows for the capital of the endowment fund to be preserved in perpetuity, with the income made available to support the long term sustainability of our properties. Visit www.nationaltrust.org.au/vic/TheFoundation for more information.

Individual Donors and Bequests

The National Trust could not deliver what we do without donations and bequests from individuals who demonstrate their support through financial contribution. Donations support our overall work and can be targeted to specific properties or campaigns. Visit www.nationaltrust.org.au/vic/appeals-donations for more information.

Bequests can significantly enhance our ongoing work to protect our shared heritage and provide lasting memorial. Funds can be directed to a specific property or endowment to provide enduring support. Visit www.nationaltrust.org.au/vic/appeals-donations for more information.

Sponsorship

The Trust continuously works with sponsors who assist in heritage preservation through the provision of goods, services or monetary support. Sponsorship can be linked to an event, a specific property, a conservation campaign, support one of the collections or provide overall support for the National Trust. Visit www.nationaltrust.org.au/vic/sponsorship for more information.

Contact Us

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The National Trust of Australia (Victoria) acknowledges Traditional Owners and pays respect to the spiritual, physical and cultural connection they have with their country as the first peoples of the land now known as Victoria.

Aerial images of Como and Rippon Lea courtesy of Coptercam.

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