



National  
Trust  
WESTERN AUSTRALIA

Awakening our  
community to the  
value of heritage

**STRATEGIC PLAN  
2016–20**



# INTRODUCTION

Through this strategic plan the National Trust of Western Australia aspires to awaken the community to the value of heritage.

How this plan will create a virtuous circle to benefit heritage.

From the beginning, the National Trust of Western Australia has been a community based organisation. It was founded in 1959 by a group of concerned citizens who identified the need to promote heritage conservation. This plan aims to continue the great work of all who have contributed to the mission of the National Trust in Western Australia.

The strategic plan sets out to achieve this by connecting Western Australians with the story of their heritage. The stories found in the rich and diverse natural, Aboriginal and historic heritage of the State are the embodiment of our memories – the vast collection of things, both tangible and intangible – that have survived and we have chosen to keep.

Heritage forms a storyline that ties generations together. Heritage connects the generations. It is a conduit to past generations who shaped the environment in which we live and the society we share; it is a bond between those of us who now inhabit these spaces and reflect

This strategic plan aims to activate public interest in heritage which in turn will enhance the Trust’s capacity to sustain the heritage values of the places it cares for. The Trust plans to increase community engagement with heritage by bringing its assets to life. It will do this by telling compelling and engaging stories that connect with personal experiences and build people’s understanding of the value of heritage in society. This will make heritage experiences

on how we can make sense of our place in the world; and it’s a bridge to the future through the legacy we leave for generations to come. They will be just as interested as we are in forming a sense of their identity from this tangible and intangible inheritance.

The Trust works to preserve and protect important places, customs, and values from the past so they can be enjoyed by present and future generations. This work enables continuity of culture.

By awakening people to the value of our heritage the Trust aims to enhance people’s understanding of why heritage is important, how it enables us to explore our identity and our place in the world and how an understanding of the value of heritage contributes to a sense of well being in society. The Trust will achieve this through activities that conserve the places in its care; by educating people about the value of heritage; by raising awareness for the vital role of heritage in our society; by engaging the community; by making places accessible; by finding new compatible uses; and by encouraging participation in heritage based experiences.

more relevant and appealing, which will lead to more people having greater recognition of the Trust’s work and consequently lead to an increase in support for the Trust from members, donors, government and the corporate and broader community. In turn this will diversify and increase revenue and enable greater investment in assets.

What’s more, stakeholders will find our places more appealing and community engagement with heritage will increase.

# OUR PURPOSE

MISSION	The National Trust of Western Australia will engage and inspire community support for the conservation of our natural, Aboriginal and historic heritage for the present and the future.
VISION	A Western Australian community valuing and conserving its natural, Aboriginal and historic heritage for the wellbeing of current and future generations.
VALUES	<b>The Trust subscribes to these core values:</b>
EXCELLENCE	We aim for excellence in all we do and to deliver best practice outcomes.
COLLABORATION	We will work together and form partnerships with people and organisations who share our vision.
INNOVATION	We will strive for new ideas, find new ways of working, develop new strategies and seek out new opportunities.
COURAGE	We will act according to our beliefs as expressed by our mission and vision. We will act with commitment, understand risk and be bold in our ambition.
INSPIRATION	It is essential that the fruits of our work inspire people to value heritage. We should act to inspire confidence in what we want to achieve for heritage in Western Australia.  In addition the Trust team believes it is essential to act with integrity, to display respect at all times, to be accountable and to be professional in all our dealings.
BENEFICIARIES	The Trust carries out its activities for the benefit of all Western Australians.





# OUR GOALS

## GOAL 1

### THE NATIONAL TRUST OF WESTERN AUSTRALIA WILL BE VALUED BY MORE PEOPLE

It is impossible to separate the value of heritage from the purpose of the Trust. It is the Trust’s aim to secure a cherished place for heritage in the hearts of Western Australians. To achieve this outcome we need to tell the stories embedded in the places in our care and more people must support and partner the Trust. True to its founding purpose, the Trust will develop educational and public programs that will activate engagement.

#### FOCUS AREAS

Drive and promote the community’s valuing of heritage and enhance heritage literacy

Activate the Trust’s assets through storytelling, engagement, participation and interpretation (assets being places, collections, cultural stories, the tangible and the intangible, and events of importance/interest/significance)

Inform and inspire enquiring minds to understand and explore the role of heritage through education and public programs

Inspire enquiry and attract, connect and satisfy visitors looking for uniquely Western Australian heritage experiences

Broaden and deepen community engagement (including increasing and making more relevant Trust membership and increasing and diversifying the volunteer cohort)

Develop a heritage audience

## GOAL 2

### COMPETITIVELY POSITION THE TRUST IN THE HERITAGE SPACE

For the Trust to be sustainable in the long term it must be distinctive and have a differentiated position within the heritage sector. It is essential the Trust identify and understand the audiences with whom it must communicate to achieve the outcomes of this plan.

#### FOCUS AREAS

Clarify and amplify the Trust’s distinctive role and the full range of benefits it delivers across natural, Aboriginal and historic heritage

Confirm the Trust is a collaborative and cooperative player in the heritage space

Promote and leverage the Trust’s specialist professional heritage expertise and services

Build internal capacity by sharing and learning from what others do



# GOAL 3

## STIMULATE APPETITE TO SUPPORT THE TRUST

There is a substantial gap between the Trust’s ambition and its resources. To achieve the demands of this strategic plan, the Trust must increase its revenue. Nurturing and developing partnerships with individuals, community organisations, business and government will enable the Trust to diversify its revenue and over time increase its capacity to achieve its mission.

### FOCUS AREAS

- Diversify and increase resources
- Drive advocacy to promote the enduring value of Western Australia’s heritage and the Trust’s purpose
- Make and nurture partnerships that create opportunities
- Leverage the opportunity offered by enhanced engagement with members and volunteers

# GOAL 4

## A SUSTAINABLE TRUST

In the long term the Trust must not only increase and diversify its revenue, it needs to prioritise its exertion as there is far more to do than we have resource to accomplish. We so often try to do too much with too little. Better that we focus our efforts and find innovative ways to operate effectively.

### FOCUS AREAS

- Consolidate and conserve the Trust’s collection of assets and focus action on those of most value and potential while maximising their productive capacity
- Leverage the Trust’s professional heritage expertise to drive commercial advantage from new opportunities as they arise
- Maintain and develop partnerships with governments, the commercial sector and the community
- Expand, engage and value the membership and volunteer base
- Leverage appeals and capacity for tax deductible donations

# GOAL 5

## MANAGE THE TRUST WITH EFFICIENCY, EFFECTIVENESS AND A CUSTOMER FOCUS

To achieve the ambition of the strategic plan, it is essential that the Trust continues to be recognised as a well managed organisation.

### FOCUS AREAS

- Drive unity of purpose and a holistic approach to Trust activities
- Drive innovation and entrepreneurship with integrity and courage
- Manage the Trust’s resources and assets in a responsible and accountable manner




How will the plan be implemented and its success be measured?

This plan provides guidance for the direction of the Trust over the period until 2020. Each operating area will develop plans that respond to this direction and which provide detailed activities and measures of accomplishment. These plans and outcomes will be reviewed annually.

"The birds have been so numerous that upwards of four thousand have been destroyed."

The Spectator, 10 Feb 1882





### **Aboriginal Acknowledgement**

The Trust acknowledges its properties are situated on Aboriginal land across the State. The Trust recognises Aboriginal people remain the cultural and spiritual custodians of their land and continue to practise their values, languages, beliefs and knowledge. The Trust is committed to working with Aboriginal people to ensure these practices are recognised and included in the conservation and interpretation of its properties and Aboriginal people are consulted and involved in the development of Trust projects and programs.

### **Photography Credit**

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