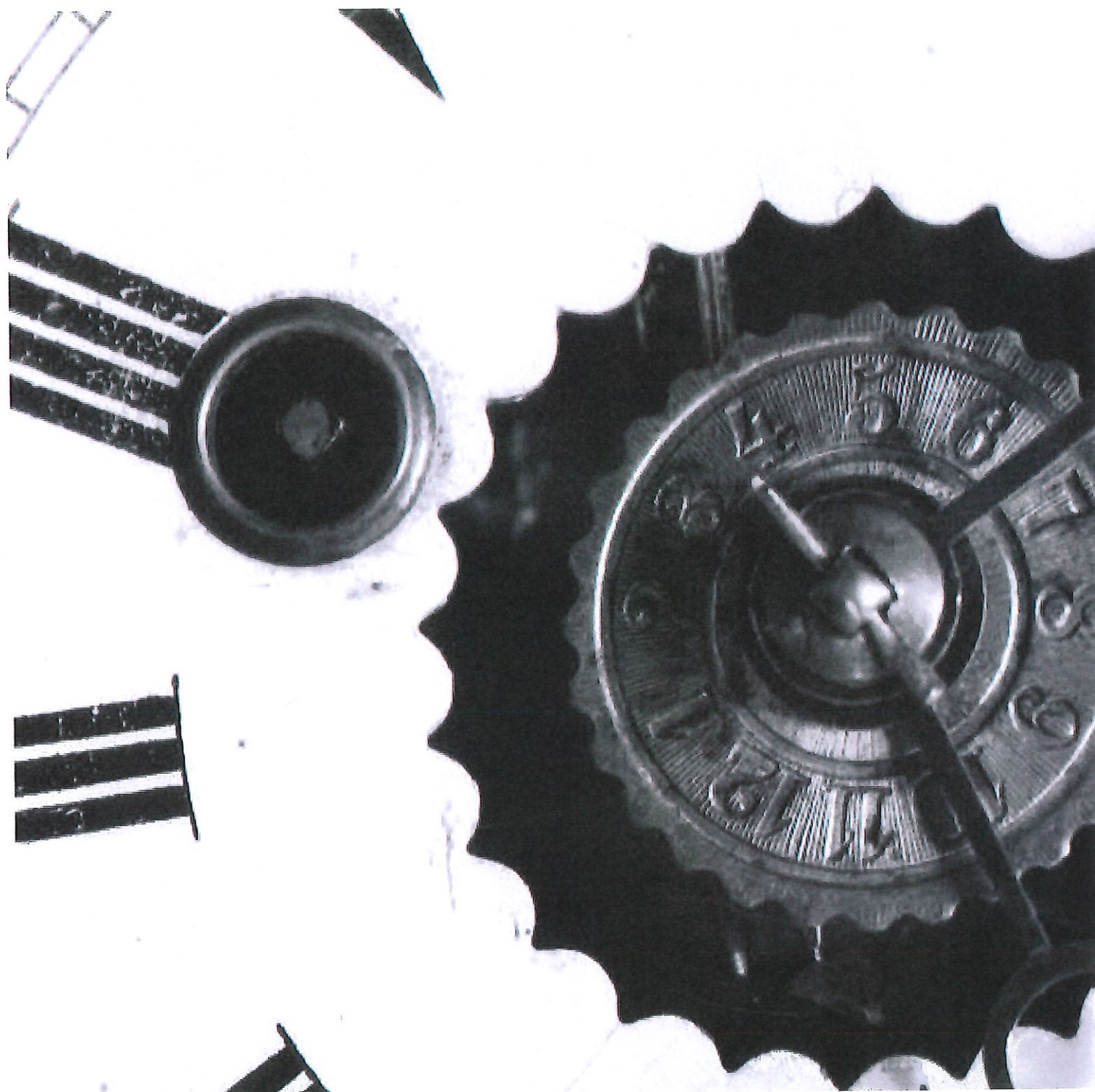

NATIONAL TRUST
TASMANIA

YEAR 2020



ANNUAL REPORT

NATIONAL TRUST TASMANIA BOARD

- NICHOLAS HEYWARD (CHAIR)
- CATHERINE WALKER (DEPUTY CHAIR)
- PHILIP MUSSARED (CHAIR - AUDIT AND RISK COMMITTEE)
- HAMISH MAXWELL-STEWART
- LOUISE WILSON
- MATTHEW SMITHIES (MANAGING DIRECTOR)



NATIONAL TRUST
Tasmania



REPORT FROM THE BOARD CHAIR

I am pleased to present the National Trust Tasmania Annual Report for 2020.

In a year like no other, the Board's main priority has been managing the many impacts of the COVID-19 Pandemic on the Trust and formulating a considered strategic response for the organisation in the face of a rapidly changing tourism and heritage management landscape. There is little doubt that the National Trust of the future will look very different to what we have been used to and we appreciate all of your support in looking outwards at the possibilities for the organisation in years to come.

This year has also been our 60th anniversary of operation in Tasmania and our intention was to use this year to celebrate the immeasurable contributions of our members and volunteers over these 60 years, and the impacts that we have had on heritage conservation and celebration around Tasmania.

This year we have increased our emphasis on community heritage with the This Place Matters website (launching later this year) and heritage watch and intend to begin working closely with other heritage properties in the post-pandemic era to maximise our marketing potential. This will be exemplified by the Australian Heritage Tourism conference which the Trust will now be hosting in October 2021.

As always, members have continued to be the lifeblood of the Trust, with the vast majority of our members choosing to renew and continue their memberships with us, despite our properties being closed for much of the year and without the lure of interstate and international travel benefits. This financial support from these renewals and donations has made all the difference in a year where we have been unable to draw revenue from any of our properties and we were pleased to be able to extend all memberships free of charge to help cover this missed period of forced closure.

Through our membership management system, NationBuilder, we have endeavoured to improve our communication with our members by sending out a regular monthly eNewsletter as well as a number of additional publications and notices. These have all been created and distributed online which has helped us to reduce printing and mail costs, and increase frequency, as well as move us towards a more environmentally sustainable model for future communications. This has also exposed the need for us to invest time in database management. Feedback on the newsletter from our members and volunteers has been overwhelmingly positive and we endeavour to continue with these efforts and make even more headway in maintaining an open dialogue with our stakeholders.

The National Trust Tasmania continues to employ a huge volunteer work force who collectively contribute countless hours to the organisation each year. Despite the constraints of closed properties this year, many of our volunteers have continued to work behind the scenes making items to sell once we reopen, doing conservation work, or helping to plan future events and exhibitions.

We would like to sincerely thank all of our volunteers for their dedication this year and for so patiently working with the Management Team to plan and implement a gradual reopening and implementing ever-changing health-related operational advice.

We know that for many of our volunteers, their hours at the Trust are also a social occasion and the loss of this personal contact was difficult for many in our Trust community, many of our more vulnerable volunteers were also forced to retire earlier this year and we thank them for their service to our organisation.

I would also like to acknowledge our staff who are on JobKeeper and those whose hours were reduced as a result of the COVID-19 Pandemic.

Despite the many difficulties faced this year, we have been able to complete a number of planned major maintenance and conservation works on our built assets, including two stages of the planned three-stage works program at Clarendon, the details of which can be found in the Managing Director's report.

We have made significant progress on developing Strategic Asset Management Plans for each property and are embarking on a catch-up process to bring them up to scratch. The June 2019 State Government capital grant of \$350.00 for the Clarendon works has been a wonderful help in getting started and we are very grateful for the support.

Like for many, the past year has had a huge financial impact on the Trust and without various government grants and assistance packages such as JobKeeper we would not have been able to continue to operate. As it is, we are now in an extremely stretched financial position and the Board and Management are working hard to plan a future for a new National Trust Tasmania that is flexible and able to pivot more easily when unexpected problems occur. We have been reviewing all Trust properties to see where the opportunities lie for increased earning capacity post-Covid to fund the Strategic Asset Management Plans including looking at adaptive reuse as spoken about by Richard Warner at last years' AGM.

I would like to extend my deepest thanks to all of our volunteers and to the staff who have all gone extraordinary lengths to keep us operating.

I would also like to acknowledge the Board Audit and Risk Committee whose report has been detailed in visual graphs this year for ease of communication.

I would like to again thank all of our members for their ongoing support and I look forward to seeing many of you over the coming year as we begin to rebuild and venture out into the world once more.

I would also like to thank Board members, Committee Members, and the Management Team for their support, dedication, and commitment over the past year, and of course, a very special thank you to each and every National Trust Volunteer.

Finally I would like to offer a wealth of gratitude to retiring Board directors Beth Mathison and Warwick Oakman for their incredible hard work and invaluable contribution to the National Trust Tasmania, Warwick in particular has served for many years and in numerous committees and we thank you both for your service. I would also like to extend a warm welcome to Catherine Walker, our newest Board Member and Deputy Chair.

NICHOLAS HEYWARD
BOARD CHAIR



CELEBRATING OUR VOLUNTEERS

In a year like no other, the unwavering support of our volunteers has kept the National Trust afloat and shown how innovative and adaptable we can be when presented with unparalleled challenges.





IMAGES THAT UNITED

Throughout this year of social distancing and uncertainty, our members and volunteers stayed connected by sending us countless pictures of our properties and other heritage treasures weathering the seasons.





REPORT FROM THE MANAGING DIRECTOR

The past year has been a challenging one which has tested the resilience of the Trust in what can only be described as a year in which global events have impacted us all. For the Trust in Tasmania, this year has clearly demonstrated the support for the Trust by volunteers, members and the community, who have renewed memberships even though our heritage sites were in lock down and interstate and international travel restrictions in place.

You have also embarked on numerous home-based projects and activities supporting the Trust, and worked closely with management to develop new operational procedures for all Trust sites, aligning with newly introduced and ever-changing public space requirements.

The past year has also brought a strong sense of purpose and the Board, members, volunteers, and management share a strong determination for the Trust to survive and continue to protect our significant heritage attributes.

There were a range of highlights throughout the year which included:

- The commencement of a conservation project restoring the Trust's carriage and cart collection homed at Clarendon Estate. With the expertise, sweat, and tears (and probably a fair bit of swearing) of volunteer Rick Anderson, six carriages have been fully conserved, adhering to the Burra Charter and international conservation standards. This significant collection is now housed in the Stone Barn at Clarendon and is nothing short of breathtaking.
- A space at the Old Umbrella Shop that was previously not available to the public was converted into a display room which now houses the Shott Collection of Souvenirs and a rotating exhibition of rare and unusual umbrellas. Roving curator, Melissa Smith from Arts Tasmania, provided curatorial support as the display was pieced together. The space has become a draw card to the Old Umbrella Shop and has been much enjoyed by visitors of all ages. Favourite objects so far have been a sun umbrella for a horse and carved umbrella handles in the shape of a swan and another in the shape of a Scottish terrier dog.
- Volunteer painter 'Scotty' has painted three of the upstairs rooms at Clarendon using colour paint scrape recommendations provided by acclaimed early colonial interior expert, James Broadbent. Volunteer curator Barb Milson has researched and skilfully placed objects into these rooms, which now reflect an authentic representation of Clarendon.
- Two new discoveries have been found when carrying out asset management research projects; a fully lined cellar under the floor boards at the Old Umbrella Shop, and an additional tunnel and convict cells at the Penitentiary Chapel Historic Site.
- Through a \$350K grant from the Tasmanian State Government, we have commenced a conservation program at Clarendon. Works already completed include the underpinning and stabilisation of the enclosed garden wall, which involved using state of the art technology to shift the entire wall millimetres at a time into its original position. The project also included the underpinning of the foundations of the Stone Barn and Shepherds' Cottage, and shifting major load bearing walls into their original position, closing cracks that had been of concern for the past two decades. Stage three of this important program includes commencing a site-wide water mitigation program with the aim of capturing and moving water away as quickly as possible from built assets.

- The full extent of the National Trust Tasmania costume collection has been formalised, with all objects being placed on the statewide collection management system.
This significant collection is based on original objects and includes pieces imported from the UK (made of fabrics from all parts of the Empire) as well as pieces commissioned by local dressmakers and tailors. A small proportion of this extensive collection is on display at Clarendon on a rotational basis.
- The National Trust Tasmania's purpose designed Collection Management System, Volunteer Intranet, and This Place Matters interactive web site have progressed over the past year, providing professionally based operational platforms adhering to the industry standards set by the Burra Charter, ICOMOS, and the National Volunteering Standard. These important projects provide the organisation with a professional heritage management framework and play an important role in measuring our success, as well as highlighting areas requiring attention to maintain the National Trust's international reputation as a credible heritage organisation.
- We made a variety of representations, and advocated for the preservation of heritage assets including; gardens at Fitzpatrick Inn, a boundary wall at St Georges Square, and a hedge-row at Evandale.

Management of the National Trust Tasmania reports to both the Audit and Risk Committee, Chaired by Mr Philip Mussared and the full Board of the National Trust Tasmania, Chaired by Mr Nicholas Heyward on all financial, risk and policy matters.

The Trust's accounting processes are predominantly outsourced to Ruddicks Accounting with this arrangement providing access to external and independent professional expertise. The Trust uses the Xero Accounting platform which provides a high level of transactional transparency and the facility to electronically store all supporting material to each transaction.

The financial statements of the Trust are audited by the Tasmanian Audit Office (TAO) on an annual basis with the TAO providing feedback to Management and the Audit and Risk Committee. In cooperation with the TAO, the Trust has made substantial headway in reaching and maintaining a high standard of financial reporting and accountability aligning with the Australian Accounting Standard.

Managing cash flow for the organisation and controlling un-budgeted expenditure on outstanding maintenance and conservation issues remains a challenge. The tail end of the 2019-20 financial year was significantly impacted by the COVID -19 crisis with NTT properties being placed into full lock down, resulting in the loss of budgeted admission, event and site hire income.

JobKeeper and Small Business Stimulus have been, and will continue to be, a lifeline for the Trust, providing much needed operational support.

Throughout 2019-20, work continued on the complete recording and valuing of the National Trust's registered collection assets. While the Trust was the custodian of these significant assets prior to 2019-20, the value of these assets is now recognised and included in the Statement of Comprehensive Income with a valuation applied.

Understanding this financial reporting requirement is important when reviewing the Financial Report as the inclusion of the valuation of the collection assets presents as substantial income but does not present a cash inflow.

Similarly, the inclusion for the first time of an estimate of the financial value of the contribution by our volunteers in the Statement of Comprehensive Income meets a new requirement under the Standard. The inclusion of this figure for the first time in 2019-20 complicates comparison with previous financial years. It also is offset by an equivalent amount as notional expenditure.

Over the past year, the support and encouragement provided by our volunteers and members as we have attempted to navigate these uncharted waters has been significant – we simply would not exist without you!

The contribution of the National Trust Tasmania Chair and all members of the National Trust Tasmania Board over the past year has been significant and unwavering as we all move forward as an organisation in a determined and purposeful manner to protect and celebrate our unique heritage.

I'd also like to take this opportunity to thank the extremely hard working management team, who consistently go beyond the call of duty to protect our heritage. I never take your extraordinary efforts for granted and it is my privilege to work alongside you.

Over the past year property managers Chandra Altoff and Estelle Phillips have left the organisation to further their careers and we wish them well in all their future endeavours.

MATTHEW SMITHIES
MANAGING DIRECTOR



OUR COLLECTION

Our collection has been waiting to be appreciated by the public again, but in the meantime our volunteers have been organising, documenting, and displaying our special pieces and getting them ready for when properties re-open.

