



INTRODUCTION

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

The 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 and cultural heritage are the embodiment of our memories - the vast collection of things - both tangible and intangible - which we chose to keep and which we choose to keep for the future.

Heritage forms the storylines that tie generations together. 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 same spaces and reflect 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 future generations who will be just as interested as we are in forming a sense of their identity from the tangible and intangible inheritance we passed on.

The National 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 heritage the National 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 National Trust will achieve this through activities which 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 through activation of the many places in the National Trust's care.

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.

work and consequently lead to an increase in support from members, donors, government and the corporate and broader community, which will diversify and increase revenue, and so enable greater investment in assets and therefore make our places more appealing to more stakeholders and so increase community engagement with heritage.

As a statutory authority, the National Trust operates within the strategic framework of the government of Western Australia.

Aboriginal Acknowledgement

The National Trust acknowledges its properties are situated on Aboriginal land across the state. The National Trust recognises Aboriginal people remain the cultural and spiritual custodians of their land and continue to practise their values, languages, beliefs and knowledge. The National 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.

Photographer Acknowledgement

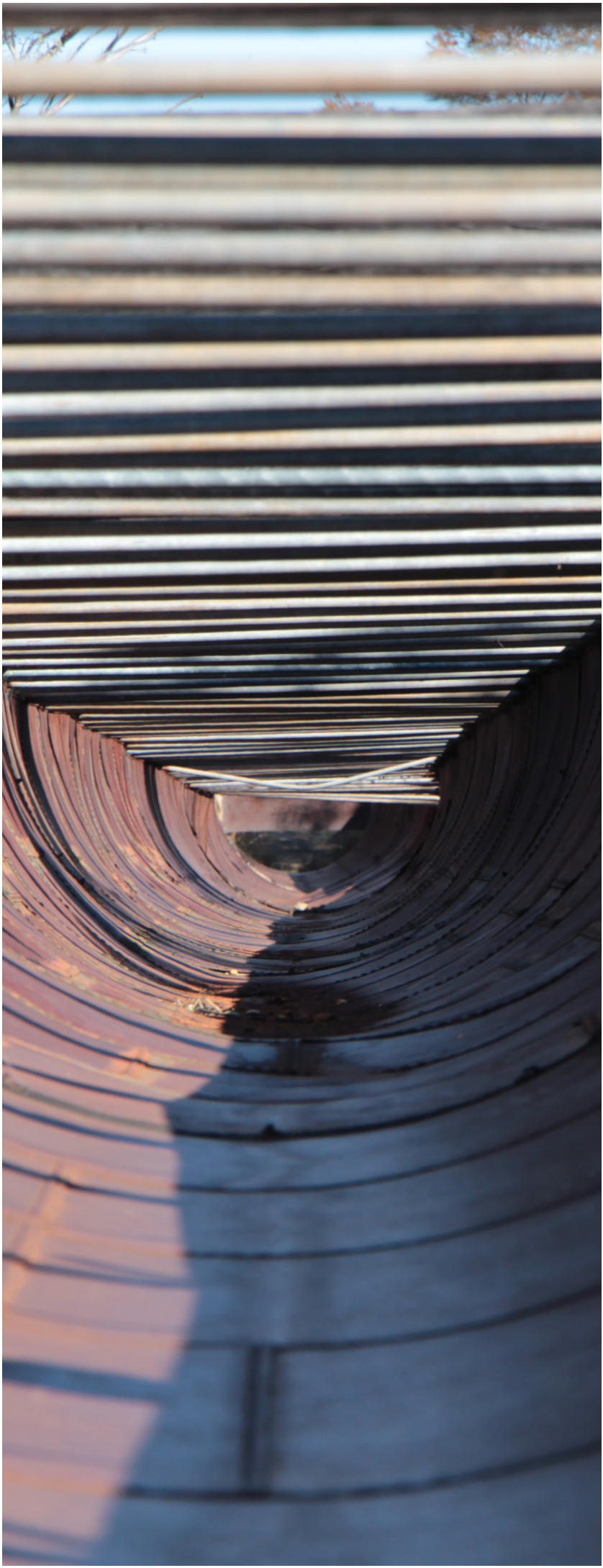
The National Trust gratefully acknowledges all the talented photographers that feature throughout this document.

*Ammon Creative
Matthew Poon
Sabine Albers
Avila Photography & Journalism*

How this plan will create a virtuous circle to benefit heritage

This strategic plan aims to activate public interest in heritage which in turn will enhance the National Trust's capacity to sustain the heritage values in the places it cares for. The National Trust plans to increase community engagement with heritage by bringing its assets to life by telling compelling and engaging stories that connect with personal experiences and build people's understanding of the value of heritage in society, which will make heritage experiences more relevant and appealing, which will lead to more people having greater recognition of the National Trust's





OUR PURPOSE

MISSION

To connect communities to the value of Western Australia’s diverse natural and cultural heritage

VISION

To be recognised as leaders in engaging communities with the value of Western Australia’s heritage to ensure its protection for future generations

IMPACT AND VALUE PROPOSITION

The Western Australian community values and conserves its natural, Aboriginal and historic heritage for the well-being of current and future generations.

In partnership with the community and government, the National Trust promotes awareness and understanding, encourages participation, actively champions protection, and leverages the economic and social value of Western Australia’s heritage.

VALUES

- Excellence
- Collaboration
- Innovation
- Courage
- Integrity
- Respect

BENEFICIARIES

The National Trust carries out its activities for the benefit of all Western Australians.

GOALS

- Position the Trust as the voice in heritage
- Nurture, harness and grow relationships and partnerships
- Ensure a sustainable Trust
- Optimise heritage portfolio and resource model
- Provide a best practice, collaborative working environment

STRATEGIES

<i>Positioning the National Trust for the Future</i>	<ul style="list-style-type: none">Develop Public Value Model for heritage experience in WADevelop Marketing and Communications planIncrease community and stakeholder engagement with the National TrustDevelop volunteer management plan aligned to future requirementsTailor service delivery model to strengthen competitive advantage
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<i>Sustainability and Diversification</i>	<ul style="list-style-type: none">Maintain existing fundingGrow existing and secure alternative new fundingDevelop membership management planIconic/demonstration project
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<i>Asset Performance Excellence</i>	<ul style="list-style-type: none">Develop and roll out Strategic Asset Management planReview, optimise and improve property and collections managementDevelop and roll out Risk Management and Business Continuity PlansDevelop Asset Activation plan
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<i>Excellence in Operations</i>	<ul style="list-style-type: none">Modernise, streamline and automate systems and proceduresImprove records managementExplore modernised and best practice National Trust governance frameworkDevelop and roll out Organisational Development and Staff Well-being planImprove Performance Reporting frameworksTransition to best fit Operating Model
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How will the plan be implemented and success be measured?

This plan provides strategic guidance for the direction of the National Trust over the period 2020 - 2024. Each operating area will develop plans that respond to this direction and provide detailed activities and measures of accomplishment. These plans and outcomes will be reviewed annually.

GOVERNMENT GOALS AND REMIT

GOVERNMENT GOAL

Better places - a quality environment with liveable and affordable communities and vibrant regions.

DESIRED OUTCOME

Engage community support for the conservation of our natural, Aboriginal and historic heritage for the present and the future.

TWO MAJOR SERVICE AREAS

1. Conservation and management of built heritage
2. Heritage services to the community

KEY PERFORMANCE INDICATORS: *EFFECTIVENESS AND EFFICIENCY*

KEY EFFECTIVENESS INDICATORS

1. Percentage of planned conservation performed to enable community access to National Trust places
2. Number of people accessing, engaging, attending National Trust places and receiving heritage services

KEY EFFICIENCY INDICATORS

1. Average operating cost per place managed
2. Average operating cost per person accessing, engaging, attending, National Trust places and heritage services provided



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