



**NATIONAL
TRUST**

National Trust of
Australia (Victoria)

Strategic Plan

2023-2028

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We acknowledge the Traditional Owners of Country throughout Victoria and recognise their continuing connection to lands, waters and communities. We pay respects to Aboriginal and Torres Strait Islander cultures; and to Elders past and present.



Afternoon dress, 1890 ca. Donor S. Wood. NTV Costume Collection.

Our Story

The story of the National Trust of Australia (Victoria) is intertwined with the story of the place we now know as Victoria. Since 1956, we have worked with Victorian communities to protect their heritage, helping to shape our cities, towns, and landscapes for the benefit of present and future generations.

As an independent, not-for-profit organisation, our work is made possible by our members, visitors, and partners. As the state's leading operator of heritage sites, our commercial activity, which aligns with our goal to deliver engaging, inspiring, and memorable experiences for our visitors, supports our vital work to care for our places and advocate for the protection of Victoria's heritage.



Botanica Festival at Rippon Lea Estate, by Neisha Breen.



Rippon Lea Estate, by Simon Fazio.



The Next Chapter

While the National Trust has been a constant presence for nearly 70 years, Victoria has changed. Our population has grown and become more diverse. Development has transformed our cities and towns, with heritage coming increasingly under threat. We have recognised the importance of walking together with First Peoples towards reconciliation. We continue to grapple with the complexity of the past and the importance of truth-telling, acknowledging aspects of our history and heritage which are painful and uncomfortable. The global climate and biodiversity crisis both threatens our heritage and provides opportunities to use conservation in the fight against climate change.

Within this context, the National Trust of Australia (Victoria) (NTV) 2023 - 2028 Strategic Plan has been developed collaboratively by our Board Directors and the Executive Team, informed by consultation with our NTV teams, key partners, stakeholders, and members, to put forward a bold and transformational vision for the future of our organisation, and the future of Victoria's heritage.

Our Strategy

Our Mission

To champion Victoria's diverse heritage, embrace the complexity of the past, and inspire connections to place for the benefit of current and future generations.

Our Vision

Victoria's past and future heritage is protected, understood and shared, enriching communities and contributing to an inclusive and connected society.



Old Melbourne Gaol, by Simon Fazio.

Our Pillars

Our strategy is underpinned by four key pillars that will align our activity to our key goals, transforming our business-as-usual and guiding activity to achieve our strategic aims.



Cultural Vitality

Providing contemporary, relevant, and compelling experiences



Economic Health

Growing financial strength to grow impact



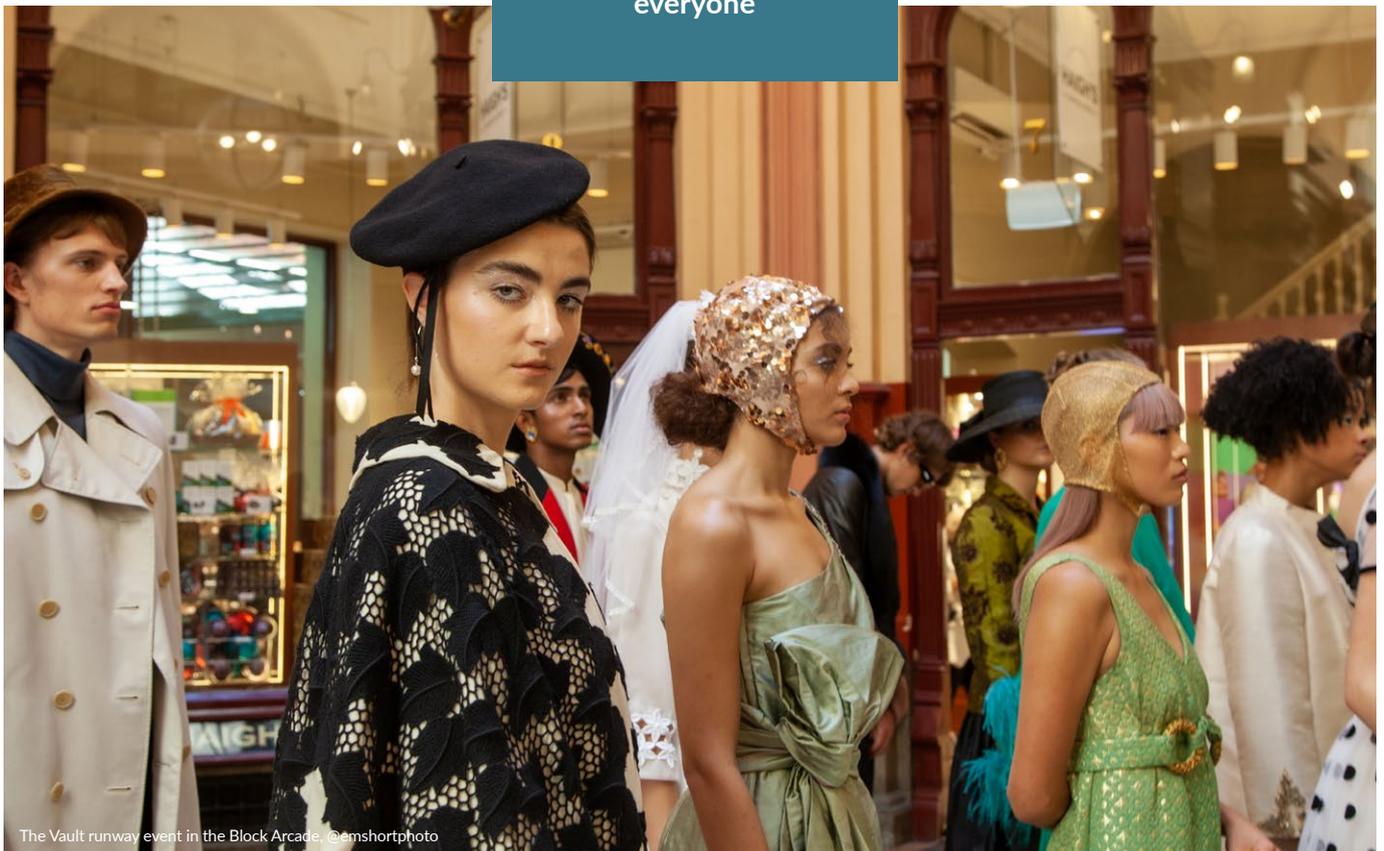
Sustainability

Delivering custodianship and advocacy that secures the future of our places, and the future of the environment



Inclusion

Providing places and experiences for everyone



The Vault runway event in the Block Arcade. @emshortphoto



Economic Health

Growing financial strength to grow impact.

Our economic health and long-term sustainability provide the foundation to increase our impact and enable the achievement of our strategic goals. Having weathered the challenges of the COVID-19 pandemic through responsible fiscal management, we have identified transformative opportunities to leverage our assets and invest in a bold vision which will build our capacity and secure our future.

We will...

1

Strengthen and expand commercial partnerships that align with our values.

2

Strategically diversify our property portfolio and enrich the use of our places for the long-term benefit of the NTV and communities.

3

Grow philanthropic support, private bequests, and public investment in our places and activities.

4

Expand our membership base, building our community and attracting value-aligned corporate members and government partners.

5

Leverage the expertise of our people to deliver relevant and innovative programming that provides new revenue streams.



Economic Health

To deliver significant change through property activation and enriched experiences, it is important that in the short to medium term our organisation continues to strengthen our financial position, both for our current cash position and reserves.

Through specific commercial activations of key properties and leveraging key assets we can deliver a stronger value proposition, in turn driving engagement and member acquisition, increased visitation and income.

By delivering the recommendations from the Asset Review working group, we will unlock the financial capacity to deliver our long term strategic vision and also the short-term cash stability to support the activities to help us get there.



Dow's Pharmacy

Providing contemporary, relevant, and compelling experiences.

Our goal is to ensure that everyone who connects with our places and programming feels enriched and engaged. We will provide meaningful experiences through the depth and breadth of our programming, as well as providing places of respite and reflection. The experiences and resources we offer will be informed by deep research and knowledge, and consultation with communities. We will acknowledge and celebrate the rich heritage of Victoria's First Peoples, working in partnership with community.

We will...

1

Champion the value of heritage through strong advocacy, the custodianship of our properties, and our cultural programming.

2

Be leaders in reconciliation across all our activities, supported by strong partnerships with First Peoples across the state.

3

Be recognised as a leading tourism provider known for its transformative visitor experiences, unique collections, and dynamic calendar of inclusive events and visitor experiences.

4

Provide opportunities that foster diverse cultural participation through the development of collaborative, multi-faceted cultural projects with communities.

5

Support the social, mental and physical wellbeing of communities by providing places to connect, and access to green spaces.



Footsteps in the House of Discovery exhibition at Como House, image by Brent Lukey.

The National Trust aspires to be acknowledged as the provider of contemporary, relevant and enriching experiences within the heritage sector.

The first phase of our Cultural Vitality journey will see the creation and implementation of a renewed Brand Strategy and Action Plan that will embody our values and strategic goals.

As the leading heritage tourism organisation in Victoria, it's time to leverage our assets, build our reputation, and expand our reach in Victoria and beyond. Award winning experiences and an international reputation are just the beginning!



Sustainability

Delivering custodianship and advocacy that secures the future of our places, and the future of the environment.

The concept of sustainability will inform our activity at all levels. We will draw on the expertise of our people and our communities to grow our role as the state's leading heritage custodian and advocate, championing both traditional conservation skills and innovation to ensure our heritage remains vital and relevant. We will continue to care for our places and our collections to secure their long-term sustainability. We will invest in our people. A commitment to climate action will guide the management of our places and our advocacy.

We will...

1

Ensure that a commitment to environmental sustainability underpins everything that we do.

2

Demonstrate best practice in heritage conservation through the management of our properties and provide opportunities for knowledge transfer and skill sharing.

4

Invest in our people to retain and attract expertise and grow our resources and capabilities to ensure our workforce is sustainable and able to deliver on our strategic goals.

3

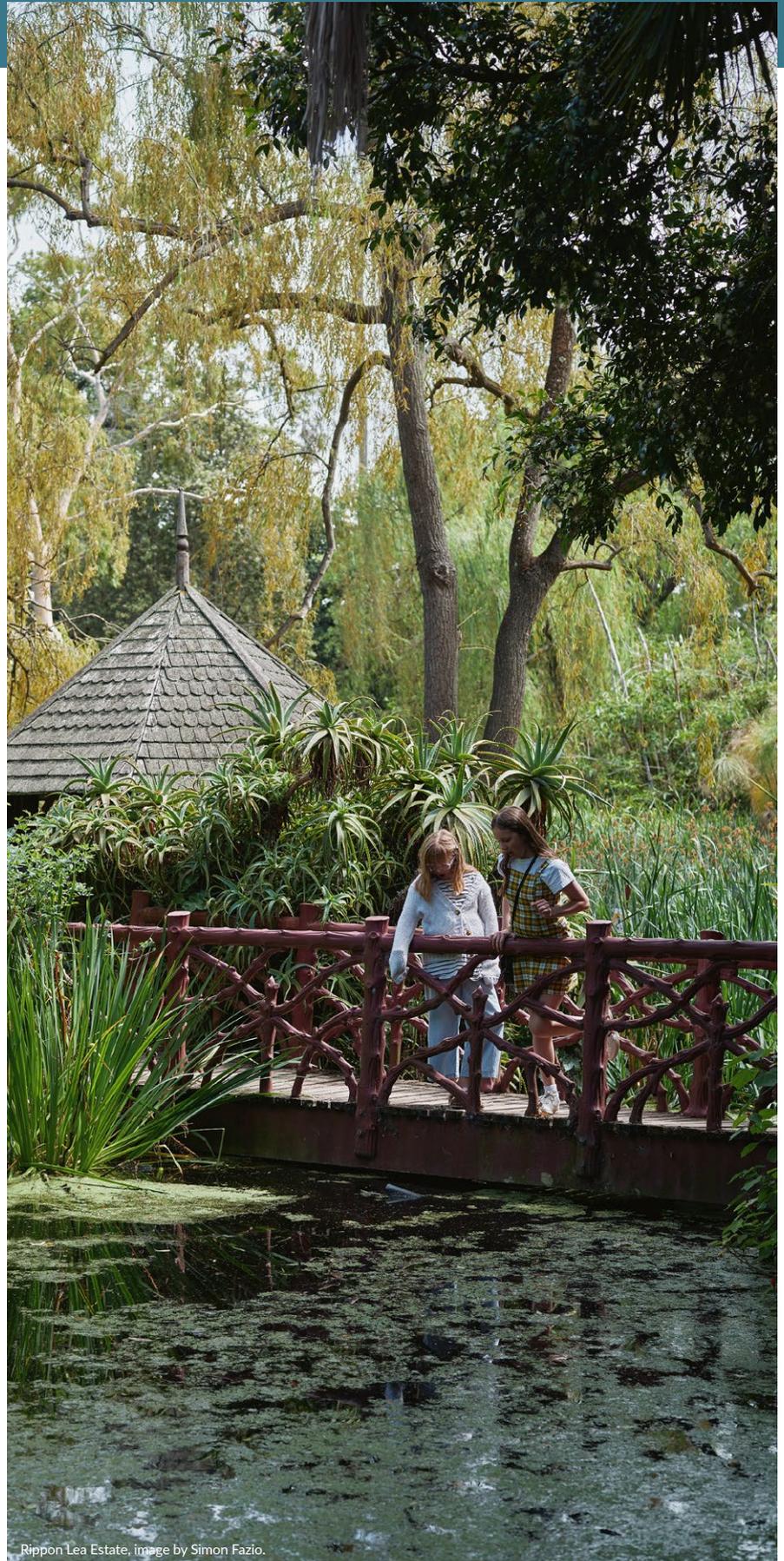
Be recognised as the state's leading independent, community-based heritage advocacy organisation, called upon by all tiers of government, the property sector, and the community, to provide leadership on heritage issues.

5

Secure increased public and private investment in the conservation and management of our places and collections to ensure their long-term sustainability.

Our first step to being an organisation with public facing values around environmental sustainability is to have a solid foundation of internal practice and rigor that is integrated into our day to day operations, including the adaptive re-use and maintenance that we carry out on our owned and managed assets.

In order to be recognised as the State's leading independent, community-based heritage advocacy organisation, advocacy will continue to be a core focus of the National Trust in Victoria. Working together, the Board and Executive team will map out key stakeholders and existing relationships. By actively evaluating these relationships we can identify engagement priorities and foster relationships with external organisations that speak to our values, broaden our scope, and will assist us to meet our strategic aims.



Rippon Lea Estate, image by Simon Fazio.



Inclusion

Providing places and experiences for everyone.

Through a focus on inclusion across the organisation, we will enable a greater number and diversity of people and communities to access our places and resources by identifying and addressing barriers to access and participation. Our workforce, volunteers, membership, and visitors will reflect the diversity of Victoria's population. Our cultural programming will engage with the complexity of the past, acknowledging past and present injustices. Reconciliation with First Peoples will be woven into everything that we do.

We will...

1

Acknowledge the complexity of our history and heritage, expanding our understanding of the past by acknowledging new perspectives, and recognising past and present injustices.

2

Deliver on our Reconciliation Action Plan, which guides activities across the organisation.

4

Strive to make our places and experiences relevant to Victoria's diverse communities.

3

Identify and address barriers to accessing, participating, and engaging with our places and activities, opening them up to a greater number and diversity of people and communities.

5

Grow the NTV community to become one that reflects the diversity of the Victorian community.



Women's forum at Barwon Park

Our aspiration is to grow the National Trust community to become one that reflects the diversity of the Victorian population. By developing and implementing a targeted strategy we will increase the diverseness of staff, Board, volunteers, and visitors, therefore ensuring that the National Trust is both listening and delivering in a relevant and purposeful manner to our communities.

This commitment will see the establishment of a renewed engagement strategy and communications plan targeting both members and non-members, benefiting not only the wider brand, but our underlying financial sustainability.

A Phased Approach

In order to achieve our strategic goals, we have identified three key phases of implementation over the 5-year life of this Plan.



Our Commitment

This strategy provides an overview of the principles and objectives that will inform our work over the next 5 years and beyond and will be implemented through our “business-as-usual” and strategic activity across the organisation. Through the decision to frame our objectives of the key pillars of Economic Health, Cultural Vitality, Sustainability, and Inclusion, we aim to align all of our activity to our strategic aims, while breaking down barriers. Together with our community, we will build on the strong foundation of our past to create a relevant and sustainable future which responds to the challenges of our times.



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Image: Polly Woodside, by Simon Fazio.