



Draft Strategic Plan 2024 - 2027

National Trust of Australia (ACT)

Approved by Council: 04/04/2024

Vision

To be an independent and expert community advocate for the conservation of our cultural, natural and Aboriginal heritage.

Mission

(why we exist)

To encourage an awareness of heritage issues generally, and more specifically to promote the conservation of, and foster public knowledge about, places, objects and issues that are significant to the heritage of the Australian Capital Territory.

Objectives

(what we will do to achieve our mission)

Objective 1

Promote heritage conservation, education and celebration in the ACT

Action Strategies

(how we will achieve the objective)

1. provide an independent voice on heritage issues within Canberra and the region
2. monitor and keep our 'finger on the pulse' for relevant issues
3. take a more contemporary approach to communicating the Trust's activities with the public, including making better use of social media and the website in particular
4. organise and conduct activities, including walks, tours and visits of heritage interest
5. maintain and protect the Trust's collection of heritage items, including its library
6. use the National Trust brand to support its values, purpose and vision.

Objective 2

Engage and value our membership and broaden our appeal to a wider demographic

Action Strategies

1. better communicate our activities and encourage member participation in them
2. provide interesting tours and events for members to participate in
3. broaden our appeal to members and the wider community so as to both maintain and increase our membership
4. identify and work on activities of concern and appeal to our membership

Objective 3

Encourage members, staff and volunteers to participate and build capacity in our business and activities

Action Strategies

1. approach and engage with stakeholders, politicians, communities and like-minded associations and people to build our capacity
2. professionalise our organisation through employing staff and maintaining an effective office
3. strengthen and adapt our governance and engage resources to meet the needs of the organisation
4. increase the level of volunteer support and the engagement of members in our activities

Objective 4

Be a well-managed, effective and financially sustainable organisation

Action Strategies

1. ensure that the ACT Government understands the contribution we make on heritage matters across the territory, and against that backdrop liaise and negotiate with the Government to establish ourselves as a continuing recipient of Government support
2. encourage sponsors and donors to broaden and expand their support for the activities of the Trust, and manage any resulting potential conflicts of interest
3. grow our membership so as to bring in more membership fees and have more participants attend fee-paying events
4. broaden our products and services to grow the Trust, building where appropriate on the strength of our brand
5. pursue grants when appropriate
6. effectively manage our annual grant from the ACT Government in support of our core activities

Our Values

(what we believe in within the organisation)

In achieving our mission and implementing our objectives and action strategies we are committed to the following core values:

1. a strong belief in heritage – in defending a sense of place in a changing world
2. working cooperatively with Government in support of heritage issues
3. enabling the diversity of our members, supporters, staff and the community at large to participate and collaborate in the Trust's activities and business, encouraging debate, and valuing their participation and opinion
4. working in a collegial fashion with other like-minded individuals and organisations
5. demonstrating integrity and ethics through the highest standards of governance

Measuring Our Performance

We will measure our performance against our Objectives and Action Strategies, and also against the key actions in our annual work/business plans, through regular review of them.

Measures of performance we will use, which will be variously qualitative, output or outcome oriented, will include:

1. membership numbers, including changes over time
2. number of heritage award nominations
3. number of heritage submissions
4. details of specific projects initiated/supported/funded
5. number of Canberra walking tours organised and number of attendees
6. interstate and other tours organised and numbers of attendees
7. number of media references, including coverage of the Trust in *The Canberra Times*
8. extent of coverage of the Trust in ACT Assembly and Hansard references
9. presentations made to community groups
10. number of social media followers
11. participation in and attendance by Ministers at Trust functions and events
12. extent of increased awareness within the ACT community of heritage issues
13. number of website hits
14. examples of where intervention by the Trust has resulted in a beneficial change in government action/policy on a heritage matter
15. extent of broadening of Trust membership demographic

High Level Approach to Implementing the Strategic Plan

Enhance

- Continue to develop our independent voice on heritage issues
- Continue and enhance our tours and events program
- Effectively manage and renew our grant from ACT Heritage
- Develop and enhance our communications with members and the public

2024-25

2025-26

2026-27

2027-28

2028-29

Grow

- Further broaden membership appeal, and grow the products and services offered by the Trust for financial security
- Further professionalise our work with appropriate staffing, volunteer and student engagement, in a confident heritage office
- Deepen relationships with likeminded organisations to strengthen our heritage voice
- Build an increasingly attractive tours and events program