



*Awakening our community
to the value of heritage*

**STRATEGIC PLAN
2022–24**



National Trust
WESTERN AUSTRALIA

Acknowledgement of Country

The National Trust of Western Australia 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 National Trust projects and programs.

The National Trust Strategic Plan can be accessed at nationaltrust.org.au/wa



Through this strategic plan the National Trust of Western Australia aspires to awaken the community to the value of heritage and connect through stories of their heritage

The stories found in rich and diverse cultural and natural 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 their

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 wellbeing 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.

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, 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.

In turn, this will make heritage experiences more relevant and

appealing, leading to greater recognition of the National Trust's work and, consequently, an increase in support from members, donors, government and the corporate and broader community. Diversifying and increasing revenue will enable greater investment in assets, making 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.

GOVERNMENT GOALS AND REMIT

GOVERNMENT GOAL

Investing in WA's future: tackling climate action and supporting the arts, culture and sporting sectors to promote vibrant communities.

DESIRED OUTCOME

Engage community support for the conservation of our cultural and natural heritage for the present and the future.

TWO MAJOR SERVICE AREAS

- Conservation and management of built heritage
- Heritage services to the community

KEY PERFORMANCE INDICATORS

KEY EFFECTIVENESS INDICATORS

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

KEY EFFICIENCY INDICATORS

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

BESIDE, a WA Youth Theatre Company production as part of Perth Festival, performed at Peninsula Fart at Wu-rut Woorat. Photograph by David Cox.





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.

VALUE PROPOSITION

The Western Australian community values and conserves its cultural and natural heritage for the wellbeing 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.

STRATEGIC PRIORITIES 2022–24

To achieve Key Performance Indicators the strategy for 2022–24 will address the following significant issues affecting the National Trust:

- The National Trust will maintain its focus on the conservation, interpretation and adaptive re-use of heritage places, with additional focus on associated cultural landscapes, and on making its collections more accessible.
- The National Trust will continue to enhance the value, awareness and public participation in heritage through increased focus on engagement delivered through schools and public education programs and events, and through member acquisition. The increased focus on engagement will see the National Trust place greater emphasis on positioning its places within the tourism sector, through enhancing the visitor experience, education, in providing additional events and other community engagement activities.
- The National Trust will continue to promote public investment and participation in heritage through its community-based public tax-deductible appeals, its focus on Aboriginal heritage, its natural heritage conservation and stewardship programs, and its advocacy for the heritage cause.
- The National Trust will continue to enhance its volunteer programs to assist with the activation of National Trust places.

FOCUS AREAS

These significant issues will be addressed through the following five focus areas:

- Building awareness and engagement with the National Trust brand as a major voice in heritage
- Caring for heritage assets
- Presenting compelling and immersive heritage experiences
- Growing support and promoting heritage
- An inclusive, welcoming and sustainable organisation.



STRATEGIC PRIORITIES 2022–24

GOALS	STRATEGIES	INITIATIVES
<i>National Trust will be recognised as a major voice in heritage</i>	Competitively position the National Trust in the heritage sector	Build the National Trust brand Advocate for the heritage cause Increase community engagement
<i>Look after our places, collections and natural landscapes to give them a sustainable future</i>	Evolve the way we care for our places, collections and landscapes to optimise their economic and community value	Conserve and interpret our places and collections Develop and roll out priority projects identified in the Strategic Asset Plan Review, optimise and improve property and collections management Manage our natural heritage Improve accessibility of places open for heritage tourism experiences Develop plan to optimise the productive capacity of our priority assets, including acquisition and disposal
<i>Evolve compelling and immersive heritage experiences</i>	Through conservation, interpretation and activation we will make sure our places keep evolving, attracting people and inspiring them	Develop and roll out cultural landscape and visitor engagement plans Work with Tourism WA to promote the National Trust's places in the tourism market Improve the visitor experience at places open for a heritage tourism experience Deliver best practice education programs Work with Aboriginal communities to share their stories
<i>Grow support</i>	Give people more opportunities to get involved as members of the heritage community and to support our work Build strong, enduring relationships and partnerships Increase community and stakeholder engagement	Grow membership and increase engagement Grow volunteers and increase engagement Keep government informed Build productive partnerships Provide heritage services Advocate for the heritage cause
<i>An inclusive, welcoming and sustainable organisation</i>	Unity of purpose and holistic approach	Maintain, diversify and increase resources Develop and roll out organisational development and staff wellbeing plan Act sustainably Implement Reconciliation Action Plan, Access and Inclusion Plan and Multicultural policy

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 2022–24. 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 Old Observatory

4 Havelock Street
West Perth

PO Box 1162
West Perth WA 6872
Australia

(08) 9321 6088

trust@ntwa.com.au

nationaltrust.org.au/wa

ABN: 83 697 381 616

