



**SUSTAINABLE MANAGEMENT OF NATIONAL TRUST PLACES
ACROSS AUSTRALIA**

AUSTRALIAN COUNCIL OF NATIONAL TRUSTS

2013





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Summary

The National Trusts of Australia manage a comprehensive heritage related portfolio. This portfolio consists of some three hundred-heritage properties across the nation managed for the benefit of the Australian community. The portfolio of National Trust properties includes historic buildings, ruins, built structures, museums, house museums, nature reserves, historic collections, gardens, significant trees and working farms to name a few.

Of these properties more than one hundred and fifty (around 50%) are open to the public with many being the focus of a wide range of educational and community based initiatives. Almost all of these properties house collections, which include objects of local, state or national significance.

To-date, the National Trusts, with the exception of Western Australia, have not been able to develop comprehensive conservation and management plans for all their properties and collections. Nor have interpretation plans been completed for all properties.

The major factors behind this shortfall are largely resource based. The National Trusts lack the financial resources for ongoing conservation and renewed interpretation of their properties. It is worth noting that the National Trust holds many of these properties as a custodian on behalf of the Australian community and that for this reason there are sound economic arguments for Governments to financially support this role of the Trust.

The Trust have recognized this problem, one that has been ever-present for many years, and conservation work has had to commonly rely on the



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availability of funds and resources available, rather than work planning and scheduling programs. Adding to this problem there is currently a systemic shortage of skilled conservation practitioners throughout Australia. A recent example of this is that to replace the slate roof on Ayers House in Adelaide, a Welsh tiler had to be brought at Australia at a considerable cost.

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The National Trusts are now developing a strategy towards a common conservation planning framework for all properties. As a new initiative between the state and territory Trusts, this Property Conservation and Interpretation Project is aimed at developing a more integrated and consistent approach to the management and interpretation of the National Trusts' heritage portfolio. It is hoped that the Federal Government will help support this project as part of the National Trust partnership Program (NTPP) in 2013-16.

The Project will result in:

- The development of standardized templates for property and collection interpretation plans;
- The preparation of at least six pilot conservation management plans or interpretation plans; and
- The development of a list of National Trust properties that have the potential of satisfying the criteria for inclusion on the National Heritage List.

Additionally further important outcomes of the Property Conservation and Interpretation Project are:

- building and strengthening of the National Trusts' capacity to manage its heritage property portfolio in an increasingly challenging environment;



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- An increased knowledge, awareness and understanding of the significance of the National Trusts' heritage property portfolio within all tiers of government; and
- An increased knowledge, awareness and understanding of the significance of the National Trusts' collections within and beyond the Trust movement.

The Property Conservation and Interpretation project has a low level of risk because it is developed on proven, currently operational systems namely the electronic property record system and the National Trust web site, and will be developed and managed by National Trust staff experienced in the development of conservation management and interpretation plans for heritage properties and collections.

It is envisaged that an in kind contribution by the Trust will also be involved.



INTRODUCTION

Under the terms of the National Trust Partnership Program (NTPP) the Australian Council of National Trusts (ACNT) will work with State/Territory National Trusts to support the Commonwealth Government's national priorities to:

- Promote public awareness, understanding and appreciation of Australia's heritage; and
- Contribute to the preservation and sustainable development of Australia's heritage places.

An output of the 2012-2013 NTPP agreement is:-

*Protection of Australia's heritage – **Sustainable management of National Trust places across Australia***

This report outlines the main issues related to current management strategies on the conservation of National Trust properties across Australia and presents a framework, the **Property Conservation and Interpretation Project** to construct effective future management and to provide guidelines in the form of conservation/interpretation management plans to sustainably manage the properties under National Trust control



1. The Trust movement in Australia

The Australian Council of National Trusts (ACNT) was formed in 1965 to serve the interests of the National Trusts then operating in each of the states and territories of Australia.

The Trust movement had begun in 1945 with the establishment of the first Trust in New South Wales, followed by South Australia (1955), Victoria (1956), Tasmania (1960), Queensland (1963), and Western Australia (1964). The two territory Trusts – the ACT and Northern Territory – were both established in 1976. The National Trust movement is Australia’s largest community-based conservation organisation and the only one concerned with all aspects of heritage conservation – cultural, natural, Indigenous, collections, and non-tangible heritage.

The National Trusts today have a membership of over 70,000 individuals and a volunteer network of some 7,400. These volunteers assist the Trusts in working to ensure that the network of the Trusts’ heritage properties nationwide is open to the public, and supporting the conservation work of the Trusts through their contribution to technical and other committees nationwide.



2. PROPERTIES

The National Trust movement in Australia owns and or manages 330 properties for the benefit of the Australian community. Of these properties more than one hundred and fifty are open to the public with many of them being the focus of a wide range of educational and community based initiatives.

National Trust stewardship of the diverse historic and natural sites covers over sixty years and spans the nation. During their early decades, the Trust accepted responsibility for many historic sites, often because it was the only means of securing their long-term protection. As a consequence, the Trusts collectively are the largest not-for-profit owners/managers of historic sites in the nation, and are responsible for the largest number of heritage open to the public.

The first National Trust property was the light-keepers' cottage on Montague Island. As a consequence of the stewardship of the NSW Trust, the whole island has been retained in public ownership, and is now managed by the NSW National Parks.

Similarly, the first property transferred to the Trust by the NSW government, the Tenterfield School of Arts - the then derelict site of Henry Parkes' famous pre-federation speech – has been cared for by the Trust for over fifty years, and is now recognised as an iconic site representing the first steps towards Federation.



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Sir Henry Parkes Memorial School of Arts, Tenterfield, NSW
(www.nationaltrust.org.au/nsw)

On the other side of the continent, the Western Australian Trust has taken responsibility for some extremely challenging industrial properties, including the 560 km of the Golden Pipeline, now conserved and interpreted as a major tourist site between Perth and Kalgoorlie. Under the management of the Western Australian National Trust, the pipeline features as a self-guided heritage trail for vehicles, cyclists and walkers together with educational programs and guided tours of various sections.



Section of the Golden Pipeline Heritage trail, Western Australia
(www.nationaltrust.org.au/wa)



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Como house and gardens in South Yarra, Melbourne, has been in the care of the Victorian National Trust since it was handed over by the Armytage family in 1959. The 1847 house still remains furnished with Armytage family furniture and provides a glimpse into Melbourne's past and 90 years of a prominent family dynasty. The National Trust has worked hard over the years to restore and maintain the property including the building and the gardens. The house and gardens are open for public visitation and events.

Overland Corner Reserve in South Australia surrounds the historic Overland Corner Hotel established in 1859 on the northern banks of the River Murray downstream from the township of Barmera. It is 300 hectares in size and conserves a large floodplain associated with the River Murray. The reserve is part of a bigger wetland complex that has a high conservation rating and has a diversity of habitats, including temporary lagoons and open floodplains. The reserve and the hotel are open to the public.



Overland Corner reserve, River Murray, South Australia

(www.nationaltrust.org.au/sa)



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These examples indicate something of the wide diversity and range of National Trust properties, which together form the nation's largest suite of community-owned places. It is difficult to put a dollar estimate on the National Trust properties across Australia but the combined cost would be in excess of \$600 million. The cost of associated collections would be in excess of \$40 million.ⁱ An estimated value of current conservation works on these properties has been estimated at over \$100 million.

While this property collection was developed to a large extent opportunistically, each Trust has taken steps in recent decades to ensure that its property portfolio is more directly reflective of the whole sweep of Australian cultural and natural heritage and that its properties are interpreted holistically, to better reflect the wide range of social and cultural diversity of contemporary Australia.

Trust museums and house museums cover places as diverse as the Hou Wang Temple in Atherton, Rippon Lea in Victoria, Milly Point Heritage precinct in Darwin and miners' cottages in Burra, South Australia.



Hou Wang temple, Atherton (www.nationaltrust.org.au/qld)



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The suite of properties, however, is not distributed evenly across the Trusts. The South Australian Trust is responsible for the largest set of properties of any Trust outside the UK – 130 historic buildings and 28 nature reserves under its management. The Australian Capital Territory, by contrast, has no property responsibilities.

The vast geographic spread of these properties and their inherent collections, especially in Western Australia, Northern Territory and South Australia, brings with it specific issues regarding essential maintenance and security, as well as complexities related to their interpretation, presentation and availability to the public.

Needless to say, the care, and public presentation of these places as community assets, consumes much of the financial resources of the Trusts. As such, they place great pressure on the Trusts to ensure their property responsibilities in terms of the continual conservation actions they require are met.

3. COLLECTIONS

The National Trust has stewardship of the nation's largest set of collection materials – something of a vast treasure trove ranging from some of the finest colonial furniture in Australia, to the world's best collection of barbed wire, from extensive textile and costume collections and fine ceramics, to agricultural equipment, sculpture fine art works and nineteenth century hand-written ship's logs.ⁱⁱ The significance of individual items in these collections varies enormously. As with the properties, much of this collection material was acquired by the Trusts historically (for example, bequests) rather than strategically. The sheer volume of material is now presenting the Trusts with major difficulties in storage, conservation, repair and display.



Tasmanian Trust has digitized eleven nineteenth century hand-written ships' logs (www.nationaltrust.org.au/tas)

Volunteers have traditionally conducted much of the management of collections. As a result, standards of documentation and assessment have varied; and much vital information is rapidly being lost as volunteers age and



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retire. While much of this material is associated with historic properties or is used to assist with the interpretation of properties, a large part of it remains not properly assessed, documented or even properly stored. An example is a small but unique collection of hand painted table ceramics held by the ACT National Trust, which, because of storage difficulties, which were beginning to result in breakages, was sold to a community museum.

Each of the Trusts manages, documents and exhibits its collections separately. Most Trust estimate that some 60-80% of their collections are documented in some form, but as they do not command the professional resources necessary to assess the significance and provenance of these collections, only a small part of the collection holdings overall are assessed and documented to professional standards.

Those collections and items that have been professionally catalogued are not always readily available to the public or researcher in an accessible web-based format. The Victorian Trust, for example, has over 35,000 objects catalogued but displays a limited selected 'highlights' on its website. The Western Australian Trust has a similar online display of selected items and the Queensland Trust is at present working on the digitisation of their collections. The Australian Capital Territory Trust, while having no properties, has a small collection of items housed in the government-owned property of Lanyon but has no online catalogue. This Trust does, however, have a photographic collection available online, the development of which was funded by Government Heritage Grants Program. The ACNT also has a substantial image collection most of which is well catalogued but is stored in hard copy formats on the office premises. This collection, along with other Trust image collections, is not yet digitised and as such is largely unavailable to the community.



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The Trusts fully recognise the integral value of their collections, particularly related to the significance of their properties, and their capacity to interpret and present them to the community. However, substantial resources are required to carry out the necessary research, assessment, documentation, digitization and uploading on websites necessary for the value of the majority of the material to be completely realised.

Parts of each Trust collection also hold significant material value – the Victorian Trust, for example, with its collection of over 35,000 items had an estimated value in 2005 of over \$10 million. While this estimate would be some degree higher at this time in 2013 it is not necessarily a value that can be readily realised commercially. And it is a value that compounds annual security and insurance costs.

Where these collections are associated with historic and isolated sites and places, as is the case for several of the most significant on the Northern Territory and South Australian Trust collections, collection storage and security is a major issue and cost.

While all Trusts seek grants and funding to support their collection management, these are inevitably short-term and specific purpose grants. This then makes it extremely difficult to develop long-term strategic management programs for each individual Trust that are able to ensure the long-term conservation of these collection items, many of which are irreplaceable resources.



4. TRUST GARDENS & WORKING PROPERTIES

Together with the conservation commitments on the bricks and mortar and moveable collections for which the Trusts have management responsibilities, many of the properties have gardens, some extensive, many of considerable heritage value.

The care, management of these gardens and their presentation to the public is resource intensive, and is managed by minimal employed staff and maximum use of voluntary labour.

The Trust is responsible for some remarkable gardens, notably the gardens of Rippon Lea and Como estates in Melbourne; the Everglades and Norman Lindsay Gardens in the Blue Mountains; the gardens of Clarendon in Tasmania; and the tropical gardens of the Myilly Point Heritage Precinct in Darwin.

Conservation of a historic garden is immensely resource intensive, as the major works program of recent years at Rippon Lea have demonstrated. The restoration of these gardens required the reinstating of the original self-sustaining watering system, the conservation of the grand Victorian fernery and intensive care of the orchards. The Victorian Trust is currently developing a plan for a new Children's Garden at Rippon Lea with a contemporary play space incorporating plants, sculpture, moveable structures and spaces only kids can visit. Much of the expense required in this project must come from public and private donations. For example, \$703,000 has been received through Commonwealth and the Rippon Lea Endowment Fund to carry out the replacement of the roof, new paths, a water harvesting system and solar photovoltaic panels.ⁱⁱⁱ



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Several of the Trust properties are working farms. Properties such as Nehill Brothers Farm Living History Reserve in Victoria houses breeds large black pigs and other rare domestic farm animals, that are no longer farmed in Australia. Gulf Station, also in Victoria, recreates the nineteenth century family farming experience. These places are also important as storehouses of traditional farming practice and ecological diversity.



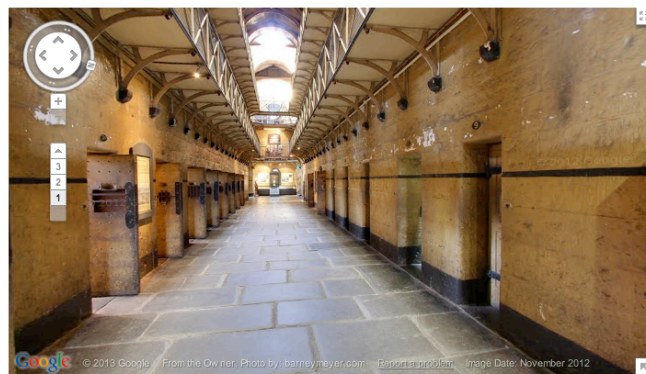
Black pigs breeding at Nehill Brothers Farm Living History Reserve, Victoria (www.nationaltrust.org.au/vic)



5. PROPERTY INTERPRETATION

Presentation and interpretation of historic properties is now more complex than in the past. Interpretation is expected to represent the multi-faceted story of a place, and to present that place in multi-media formats that meet a wide range of audiences. This is imposing burdens on managers of historic sites, but cause particular problems for many not-for-profit organisations including the National Trust. Interpretation for a historic or natural property requires much more now than a volunteer guiding an interest group through the corridors or trees of a property, but funding is often limited.

However, despite constrained resources, especially in comparison with the more extensive interpretation and public programming able to be provided by government agencies, several of the National Trusts are considered leaders in creative interpretation of heritage properties. For example, the Victorian National Trust has currently developed a 3D virtual online tour of Rippon Lea, Old Melbourne Gaol and Polly Woodside Tall Ship. These three dimensional images allow the visitor to navigate in a 3 dimensional mode and select paths to move around the buildings and spaces of our heritage sites.



Virtual Tour of the Old Melbourne Gaol

A 3D virtual tour of the Old Melbourne Gaol by National Trust, Victoria (www.nationaltrust.org.au/vic)



6. FRAMEWORK FOR FUTURE MANAGEMENT STRATEGIES – THE PROPERTY CONSERVATION AND INTERPRETATION PROJECT

6.1 The problem

As discussed, the National Trusts of Australia manage some 330 properties across the nation for the benefit of the Australian community. To-date, the National Trusts, with the exception of Western Australia, have not been able to develop comprehensive conservation and management plans for all their properties and collections. Nor have interpretation plans been completed for all properties.

The major factors behind this shortfall are largely resource based. The National Trusts lack the financial resources for ongoing conservation and renewed interpretation of their properties. The Trusts have recognized this problem, one that has been ever-present for many years, and conservation work has had to commonly rely on the availability of funds and resources available, rather than work planning and scheduling programs.

The Trusts do not have a combined and coordinated heritage strategy for its properties across Australia.

6.2 The Property Conservation and Interpretation Project

The National Trusts are now developing a strategy towards a common conservation planning framework for all properties. An example of what such a strategy for historic places spread across the country is envisaged is that



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formulated by Australia Post under its obligations to the Environment Protection and Biodiversity Act and the Environment Protection and Biodiversity Conservation Regulations. This strategy integrates heritage conservation and management across properties under its ownership or control.^{iv}

As a new initiative between the state and territory Trusts, this Property Conservation and Interpretation Project is aimed at developing a more integrated and consistent approach to the management and interpretation of the National Trusts' heritage portfolio.

The Project will result in:

- The development of standardized templates for property and collection interpretation plans
- The preparation of at least six pilot conservation management plans or interpretation plans
- The development of a list of National Trust properties that have the potential of satisfying the criteria for inclusion on the National Heritage List.





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Glenleigh Cottage (1890), Koppio Smithy Museum, South Australia
(<http://www.nationaltrust.org.au/sa/places>)

Additionally further important outcomes of the Property Conservation and Interpretation Project are:

- The further building and strengthening of the National Trusts' capacity to manage its heritage property portfolio in an increasingly challenging environment
- An increased knowledge, awareness and understanding of the significance of the National Trusts' heritage property portfolio within all tiers of government
- An increased knowledge, awareness and understanding of the significance of the National Trusts' collections within and beyond the Trust movement.

6.3 Benefits of the Project

As well as achieving a comprehensive set of outcomes for each Trust and the Australian Council of National Trusts the project will add to the Commonwealth Government's national heritage priorities in accordance with the National Trust Partnership Program by preserving identifiable heritage places for future generations

The Project will facilitate the expansion of a more cohesive and consistent approach to the development and implementation of conservation and interpretation plans for Trust properties and collections across Australia. An integral part of the project is the development of a common planning



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framework that is compatible with the implementation of an electronic property record system such as that already in use by the Trust in Western Australia. An important benefit of this electronic record system is the ease with which additional documentation and subsequent work records can be added to the system and the manner in which it can be used to develop property maintenance and risk management schedules. As a consequence the National Trusts can make the best possible use of the existing limited resources for the maintenance and interpretation of the heritage properties.

The project will also support the Commonwealth's national heritage priorities by further developing the capacity of the National Trust and in particular its capacity to manage its nationally significant heritage property and collection portfolios. Importantly, the properties selected by each state and territory for the preparation of conservation management plans or interpretation plans will be those that may best meet the criteria for inclusion on the National Heritage List.

The project will also support the Australian Council of National Trusts by the further standardization of the operational procedures of the National Trust through the introduction of consistent conservation and interpretation management plans. The project will also encourage the further development of property conservation and interpretation plans for those National Trust properties without adequate or up-to-date plans.

6.4 Methodology

It is intended that the Project will be developed over a three year staged period – 2013-14, 2014-15, 2015-16.



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Central to the Property Conservation and Interpretation Project is the development of a consistent approach to the preparation and implementation of conservation and interpretation management plans by the National Trusts in each state and territory.

Year One:

The initial year will focus on the development of a common management planning framework and standardisation templates for conservation management and interpretation plans for National Trust properties and collections.* A critical element in the development of these standardised templates will be a capacity to readily articulate with the electronic property record system in place by the Western Australian National Trust.

The development of the structure for the planning framework and templates will involve National Trust conservation, property and collection staff participating in a workshop to:

- Develop a common management planning framework for National Trust properties and collections;
- Develop standardised business, conservation management and interpretation plan templates for Trust properties;
- Gain an understanding of the operation of the Western Australia Trust's electronic property record system; and
- Develop a set of relevant national key performance indicators.

While meeting under the same roof, the National Trust conservation, property and collection staff will be able to take the opportunity to review recent initiatives in the management of National Trust properties and collections. The workshop will also be used to begin the process of developing

* The development of the conservation and interpretation plans will follow the guidelines of J.S. Kerr, 2013, *The Conservation Plan*, 7th edition.



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a consolidated listing of National Trust properties that meet the requirements for inclusion on the National Heritage List. In particular, the opportunity will be taken to explore the potential for serial listing of National Trust properties with a direct association with major themes in Australian history; for example properties associated with mining, natural ecology.

Prior to the workshop a review of the National Trusts' current internal management systems would be undertaken by means of a brief questionnaire. This would provide a baseline understanding of current practice within the National Trust organisations.



Endeavour Fern Gully, Red Hill, Victoria

<http://www.nationaltrust.org.au/vic/heritage-places>

It is proposed that the national workshop be held in Canberra, as this will provide the opportunity for Commonwealth participation (Department of Sustainability, Environment, Water, Population and Communities) given sufficient lead-time.

In broad terms the workshop agenda would see a focus on each of the following:



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- Property conservation management and interpretation plans;
- Collection conservation management and interpretation plans;
and
- Business planning and marketing.

Year Two:

The second year of the project will see the development of three conservation management and/or interpretations plans using the framework and templates developed at the workshop. It is intended that the plans will be developed for places belonging to the three smaller Trusts (Tasmania, South Australia, Northern Territory).

It is possible, given the current level of demands and resource constraints now facing these Trusts, that the development and implementation of each of the plans may take longer than twelve months.

It is also realised that the development of each of these plans will require substantial in-kind support and assistance from other National Trusts.

An important part of the project will be the peer review of the pilot projects by all the National Trusts as well as the consequential revision of the results of the workshop in the light of the pilot projects.

Year Three:

The third year of the project will see a conservation management plan or interpretation plan developed by another three National Trusts. This process will also include a peer review process and input from other National Trusts where required.



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An integral part of the third year program will be a second joint National Trust workshop aimed at bringing key Trust conservation and management staff together to review the practical implementation of the plans and applicability of the standardised framework and templates.

6.5 National Trusts' Capacity

The project will be supported by a steering group drawn from state and territory National Trust staff directly responsible for the management and interpretation of the Trusts' properties and collections.

The steering group will meet at an initial workshop and subsequently co-ordinate and monitor project progress through planned teleconferences. The outcomes of the workshop will be presented to each state and territory Trust as well as the ACNT.

The steering group will also be responsible for a peer review of the conservation and interpretation plans and the review of both the framework and templates at the second workshop.

The National Trust's staff and committees have substantial experience in the management of heritage related projects. The way in which each state or territory manages its specific element of the project will vary depending on the property or collection selected as the focus in the initial plan. It is likely that some of the small Trusts will outsource some elements of the project, but each of these Trusts has demonstrated experience in the management of external consultants.

An integral part of the communication strategy will be the promotion of the elements of the project as they are completed. A priority in this promotion



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will be the broader National Trust membership through the increasing use of electronic media.



O'Keeffe House, Katherine, Northern Territory

<http://www.nationaltrust.org.au/nt/okeeffe-house>

6.6 Results:

At the conclusion of the three-year project the National Trust will have:

- Established a standardised conservation management framework for National Trust properties and collections throughout Australia;
- Established standardised templates for conservation management and interpretation plans developed for National Trust properties throughout Australia;
- Conservation and interpretation management plans that are compatible with and electronic property system that enables the



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plans to be maintained as well as providing the basis for development of comprehensive maintenance plans;

- Developed conservation management and/or interpretation plans for six National Trust places across Australia that satisfy the requirements for inclusion on the National Heritage List;
- Developed a comprehensive list of National Trust properties that can potentially satisfy the requirements of National Heritage Listing.

6.7 Measuring Success

Although the property conservation and interpretation project continues over three years, each year has clear targets, which can be measured for progress and success. The success of these targets can be reported against for each individual stage.

At the end of the three year life of the project, the National Trusts will have developed a standardised and consistent approach to the development of property conservation management and interpretation plans that are consistent with the management structure of the Trust movement and can be kept current through the use of the electronic property record system.

This will enable each Trust to make best use of any future investment in the planning, maintenance and interpretation of their properties.

Significantly the project has a high potential to engender best practice towards conservation of all National Trust properties throughout Australia and their sustainability into the future.

6.8 Risks

The Property Conservation and Interpretation project has a low level of risk because it is developed on proven, currently operational systems namely the electronic property record system and the National Trust web site and will be developed and managed by National Trust staff experienced in the development of conservation management and interpretation plans for heritage properties and collections.

The development of an effective project group from all states and territories will enable project progress to be monitored closely so allowing the timely development of risk mitigation strategies if and when required.

6.9 Project Funding

Project funding will be sought through the National Trust Partnership Program (NTPP) initially for the 2013-2014 financial year and for follow-up funding for the next two years. A leading Trust will be designated.

It is envisaged that an in kind contribution by the Trust will also be involved.





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The National Trust Old Umbrella Shop, George St., Launceston, Tasmania
(<http://www.nationaltrust.org.au/tas/old-umbrella-shop>)

7. CONCLUSION

The National Trust movement in Australia owns and or manages 330 heritage properties for the benefit of the Australian Community. Of these properties more than one hundred and fifty are open to the public with many of them being the focus of a wide range of educational and community based initiatives.

The portfolio of National Trust properties includes historic buildings, ruins, built structures, museums, house museums, nature reserves, historic collections, gardens, significant trees and working farms to name a few.

National Trust ownership and stewardship of these diverse historic and natural sites covers over sixty years and spans the nation.

The National Trust has taken steps in recent decades to ensure that its property portfolio is more directly reflective of the whole sweep of Australian cultural and natural heritage and that its properties are conserved and interpreted holistically, to better reflect the wide range of social and cultural diversity of contemporary Australia. But there have been mounting constraints resulting in less-desired outcomes within the property portfolio management largely because of shortfalls in economic resources.

The National Trusts are now developing a strategy towards a common conservation planning framework for all properties. As a new initiative between the state and territory Trusts, this Property Conservation and Interpretation Project is aimed at developing a more integrated and consistent approach to the management and interpretation of the National Trusts'



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heritage portfolio. It is hoped that the Federal Government will help support this project as part of the National Trust partnership Program (NTPP) in 2013-16.

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- ⁱ Australian Council of National Trusts, 2005, *Submission to the Productivity Commission Inquiry into the Conservation of Australia's Historic heritage Places*, Canberra.
- ⁱⁱ National Trust, nd, *National Trust Collections*, a report prepared for the Commonwealth Government under the National Trust partnership Program.
- ⁱⁱⁱ National Trust of Australia (Victoria) Annual Report 2012-2013
(<http://www.nationaltrust.org.au/vic/Home>)
- ^{iv} Australia Post, nd, *Heritage Strategy, Australia Post Heritage Places*, (auspost.com.au/media/documents/heritage-strategy.pdf)