

2008/09 Annual Review



President's Message

In August 2008 the Trust welcomed its new Executive Director, John Neish. John brings extensive experience in local government and change management, and has demonstrated a strong commitment to heritage. He is ideally qualified to lead the Trust into a new era which is characterised by widespread and unrelenting

hostility towards heritage by government and commercial interests. At the same time, the not-for-profit sector is facing intense competition for scarce resources, declining memberships, reduced revenue from traditional sources, changes in the cultural mix and interests of the Australian community, and demands for more stringent governance and accountability.

To provide a strong framework for the Trust to meet these challenges and fulfil its mission, in 2008 the Board initiated the development of a strategic plan to chart our course to 2020. Fundamental to this was a process of widespread consultation with the Trust's stakeholders which included visits by the Executive Director to all branches and committees throughout the State, and meetings between the Board, management and representatives from the heritage fraternity, government, commerce and the wider community.

The plan will be launched officially in late October 2009. To enable its implementation, the Board has approved a very significant and essential increase in the human and technical resources of the Trust. We are also progressively undertaking a review of the Trust's governance and risk management, policies and procedures, to ensure that they meet contemporary standards.

During the year the Trust has been actively involved in the defence of heritage at risk, including Bundanoon Village, Catherine Hill Bay, the Eveleigh Railway Workshops, 'Currawong', Kurnell, Ku-ring-gai, James Fletcher Hospital (Newcastle) and Sydney's CBD heritage threatened by the Metro proposal. These examples illustrate starkly the range and magnitude of threats to significant heritage, and underscore the ongoing need for the Trust in advocating for the survival of our heritage for future generations.

There are so many to whom the Trust is indebted. In particular, I extend our appreciation to Dr Zeny Edwards, former Board member and my predecessor as President, for her long and generous contributions to the Trust and to the heritage cause. I also extend the Trust's heartfelt thanks to our invaluable volunteers, members, benefactors, sponsors and partners; to our inspirational Executive Director and his dedicated staff; and to my committed and supportive fellow Directors.

These are challenging, but nonetheless exciting times for the Trust. We are strongly focused on maintaining the Trust's position as a leading, independent advocate for our heritage while ensuring that it remains equipped for that role. We look forward to your ongoing support.

Ian Carroll OAM
President



Executive Director's Message

Under the supportive leadership of Trust President Ian Carroll and our hard working Board, I hope that 2008/09 will be remembered as a landmark year in the ongoing story of the National Trust in New South Wales.

As outlined in this report, much has been done to meet the expectations of our members and volunteers while

placing the Trust on a strategic path to keep it at the forefront in heritage advocacy, conservation and education. How we plan to do this is articulated in our emerging Strategic Plan, *Charting the Future* and is framed around eight programme areas: Advocacy; Conservation; Education; Marketing & Communications; Enterprises, Fundraising, Membership & Supporters; Corporate Management; and Governance.

Change will not happen overnight, but I believe we now have a solid blueprint for improvements to begin. As a first step, we have restructured the organisation and created the positions needed to:

- build our regions and networks, and provide more support for our volunteers and museums
- consolidate our core programmes - Advocacy, Conservation and Education
- strengthen our brand to optimise revenue streams.

A plan with a bright future cannot work without the capacity to implement it. The Board, to its credit, has agreed to build the capacity of the Trust, underpinned by a generous untied bequest from the late John Mansfield.

I do not intend, however, to rely on sources such as this to fund the future. To ensure long term financial stability and independence, we must build new revenue streams across everything we do. A new Enterprise Directorate has been developed this year to explore business opportunities, including improved merchandise and food outlets at our properties.

Another important step to support the dedication of our volunteers will be to release funds raised locally to be used for projects in the region. Our new policy on this was discussed at our committees' conference held in Wagga Wagga in July this year, as were new draft charters to give our committees support and clarity.

Unless our heart is strong, we cannot pump blood through the arteries. This year has been one of redefining our role and equipping ourselves to achieve results, while creating a strong governance framework which demonstrates efficiency and accountability. Also important for the future are the stronger ties developed during the year with Trusts in other States and Territories, through a shared strategic plan and co-operative federalism.

Many challenges lie ahead, but the year to come will see an increase in revenues, the start of tangible improvements to our properties, more support for our volunteers and regional networks and the consolidation of our role as an independent advocate for the heritage of Australia creating a sense of place and belonging in a changing world.

John Neish
Executive Director

1. HOW WE GOVERN

During the financial year 2008/09, the **Board** of the National Trust of Australia (NSW) met 18 times, the Finance Committee 10 times, and the Audit Committee 4 times.

The Trust is supported by an active network of **58 committees** including those appointed by the Board, technical committees offering advice in areas of special expertise, and the indispensable grassroots committees and branches which support our properties and regions. Our great and profound strength comes from these resources which comprise a substantial part of our 2,000-strong volunteer base.

A major undertaking during the year was the development of a new draft Strategic Plan. *Charting the Future* provides a strategic path for the Trust through to 2020 redefining our vision, mission, values and structure to ensure the Trust's continued relevance, financial stability and ability to care for the heritage assets we hold in trust for the nation, through the challenges which lie ahead.

The plan was underpinned by an extensive process of **consultation with all Trust stakeholders**, including staff, volunteers and heritage and other professionals connected with the built, cultural and natural environment. A key aspect of the plan is the framework it develops for a strong culture of **corporate governance and risk management** throughout the Trust. The draft plan has received the full support of the Board.

2. CORE PROGRAMMES

ADVOCACY

The way the Trust lobbies, facilitates, promotes and raises awareness to protect our built, cultural and natural heritage

The Trust's core focus on advocacy continued to grow during 2008/09 with some **major breakthroughs** on long running campaigns and **significant progress on key issues**. The Trust received considerable **media coverage** on its comments and campaigns; an invaluable means of galvanising community support.

Following several years of strong opposition by the Trust and the local community including the Friends of Currawong, a damaging development proposal for the **Currawong Site at Pittwater** was rejected and the entire site will be listed on the State Heritage Register.

There were two successful results for the **Eveleigh Railway Workshops**: the renewal of the Blacksmith's lease allowing traditional blacksmithing to continue, and the decision to retain the Large Erecting Shop. The Trust will continue to monitor the site.

Catherine Hill Bay on the Central Coast is still threatened by major residential development. The Trust is continuing its efforts to have the area protected and conserved, and legal action by the local community has challenged earlier decisions by the Minister for Planning.

The Trust has strongly opposed the **Ku-ring-gai Town Centres Local Environmental Plan (LEP)** and the replacement of community representation to Council by a panel that has so far ignored community concerns.

The Trust commented on a number of key threats to heritage during the year.

Issues included:

- **Sydney CBD Metro**. One positive result to date is that the Emil Soderesen-designed 1930s apartment building at 7 Elizabeth Street is no longer threatened by demolition.
- We expressed concern to the Minister for Planning regarding the vulnerability of **colonial estates and cultural landscapes** of State significance in Western Sydney.
- We continued strong opposition to the proposed Norlex water extraction plant at **Bundanoon** in the Southern Highlands. The plant will adversely affect historic Governors Road and the Bundanoon Heritage Conservation area.
- We have urged Hawkesbury Council to commission a Conservation Management Plan for the many articles of moveable heritage housed in the **Australiana Pioneer Village**. Recent plans to sell the Village meant that these would be dispersed.
- The Trust has opposed sand mining activities on historic **Kurnell Peninsula** for some 50 years. The latest threat involves allegations that mining is extending beyond approved limits, potentially threatening the **stability** of the peninsula.
- We have long opposed development of the **former ADI site at St Mary's**. It was listed by the Trust in 1996 and subsequently included in the Register of the National Estate. We objected strongly to a recent development proposal involving Penrith City Council and a private developer and have called for the site to become a conservation area.
- We have a long-standing commitment to the protection of wetlands, demonstrated through our former campaigns to protect **Wingecarribee Swamp from peat extraction**. We supported the **Draft Wetlands Policy for New South Wales** issued during the year.
- The historic **James Fletcher Hospital** site at Newcastle is being investigated by the National Trust to determine its State and probable National heritage significance.
- While acknowledging the poor condition of the Manly ferry, **MV Baragoola**, we have objected to its delisting from the State Heritage Register until sufficient time has been allowed for conservation options to be considered.
- The decision by Kyogle Council to approve the demolition of a shop identified in its 1996 Heritage Study as the best example of **1930s Art Deco in Kyogle** illustrates our concerns regarding provisions for easier demolition in the new heritage legislation. We have raised the matter with the Heritage Branch of the Department of Planning.

Former Military Hospital (1841) - James Fletcher Hospital Site



MARKETING AND COMMUNICATIONS

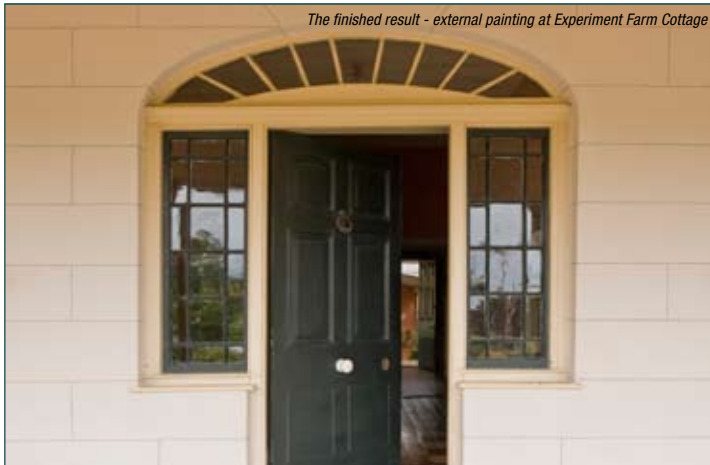
Our main ways of communicating to members and the wider community are through **National Trust Magazine**, our **website**, **Trust e-news** and the **media**. These are important tools to generate awareness of heritage issues and support for campaigns. Our New South Wales insert in the national magazine highlighted important issues including proposals affecting Catherine Hill Bay, Eveleigh Railway Workshops, changes to the NSW planning system, biodynamic gardening and our Sense of Place conference. We thank the Heritage Branch of the NSW Department of Planning for their continued funding support of the magazine.

Our **website** registered 409,000 unique hits during the year. It is now a main way of collecting and disseminating information about threats to heritage. We are receiving much response to **Our Place at Risk**, introduced in May, which encourages people everywhere to submit photos and words about local places at risk. An updated website will be launched in 2009/10 as part of a revitalisation of our brand to promote strong, consistent and relevant messages about the Trust. Our **e-news** is now issued as a monthly newsletter. Its distribution to our **10,800 subscribers** is sponsored by Woocom.

We received valuable **media coverage**, including prime TV and radio features on a wide range of issues including Kurnell sandmining, Eveleigh Railway Workshops, Sydney as a working harbour, demolition of the historic Roxy Theatre and our new strategic direction. Trust events including the Heritage Festival, the Norman Lindsay Children's Literature Festival and S.H. Ervin Gallery exhibitions received considerable publicity. A new **tracking system** allowing us to measure the number and value of articles showed that from March to June 2009 media coverage worth **approximately \$5.4 million was received**. For the second half of the year there were 716 media articles. This coverage is invaluable in supporting our cause.



Sandon Point, NSW - Our Place at Risk submission - photo Julia Fabrianesi



CONSERVATION

The way the Trust conserves, maintains, preserves or restores its buildings, landscapes and collections held in trust for current and future generations – and the way it advises and facilitates others on conservation techniques

The Trust is responsible for the conservation, maintenance and interpretation of **38 properties** of high heritage significance to the nation, 16 of which are interpreted as museums, two of which are galleries. We are greatly indebted to our team of 2,000 volunteers, who help us to maintain and open our properties throughout the State. We are also custodian for a **collection of some 60,000** items ranging from furniture to artwork. These include items on loan – we currently have 184 items valued over \$4 million on loan from 63 sources – and items loaned by the Trust which at present total 342 items valued at \$434,000, on loan to ten institutions.

The overarching issue facing our properties and collections in 2009 is the **considerable backlog of conservation works** which need to be carried out urgently. We have started a **comprehensive audit** of our heritage assets as a basis for improving management procedures and prioritising works. As part of this, Bonhams & Goodman completed a valuation of the collection at **Tomago House** during the year, and International Conservation Services (ICS) are carrying out a conservation assessment of 4,000 collection items stored by the Trust. A collections manager was appointed in 2009 to ensure that this valuable asset is managed appropriately.

A progressive upgrade of **Conservation Management Plans (CMPs)** and ancillary documents started with the **CMP for Everglades House & Gardens** prior to its completion in 2009/10. External painting was completed at **Experiment Farm Cottage, the garrison building at Old Government House and the squash court building at Everglades House & Gardens.**

The Trust's **Cemeteries Conservation Advisory service**, which provides advice to local councils and communities on the conservation and management of the State's cemeteries, developed a **tour of Gore Hill** and the grave of former Government Astronomer, the Rev William Smith as a Heritage Festival event, and contributed to the restoration of the **Mt York headstone in the Blue Mountains.**

The long running Butler Estate matter was finally settled this year. Whilst final amounts will not be known until all costs have been disbursed these funds will be used for the conservation of our museums.

Late this year, the Trust was advised that it was successful in receiving four grants totalling \$2,365,000 (inc GST) under the Federal government's Jobs Fund program. The funding will be used to carry out essential maintenance at Old Government House, Everglades House & Gardens, Grossmann and Brough Houses and Dundullimal Homestead.

Breakdown by project

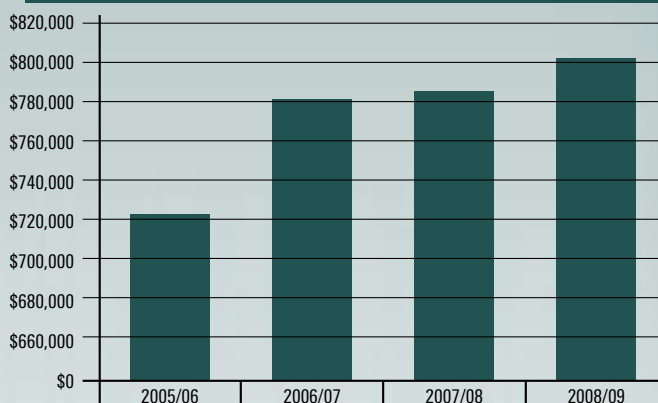
- Dundullimal Homestead, Dubbo, Visitor Extension Stage 1 **\$92,400** (inc GST)*
- Everglades House & Gardens Improvement Program Stage 1 **\$123,200** (inc GST)*
- Grossmann & Brough Houses Stage 1 **\$119,900** (inc GST)*
- Macquarie's Bicentennial Project, Old Government House, Parramatta **\$2,029,500** (inc GST)*

*the grants are provided over two years (2008/10)

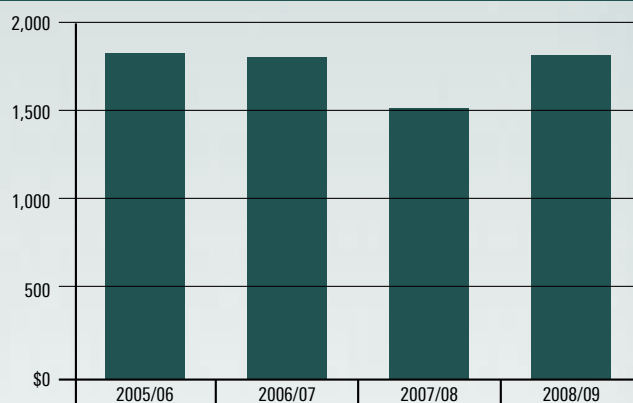
MEMBERSHIP

Our members have always been a main source of financial support for the Trust. **Total income from new and existing membership fees**, including joining fees and corporate memberships, increased by 2% over the previous financial year, with a total of \$803,316 generated during 2008/09. **New memberships** increased by 20% over the last financial year with 1,833 new memberships to the Trust. There has however been a slight increase in attrition, resulting in fewer financial memberships. We are ever grateful for the on-going and committed support of our members, which is vital to ensuring that the Trust can continue to protect our Australian heritage through advocacy, conservation and education.

Consolidated Membership Income

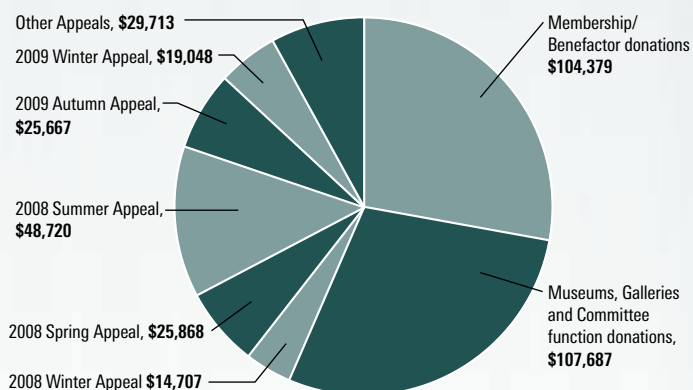


New Membership



Special mention needs to be given to the staff and volunteers at S.H. Ervin Gallery who brought in 515 new members to the Trust; an unprecedented result. During the year, due to the generosity of our supporters and donors, the Trust's donations and appeals program generated \$375,789. Although this is a 5% decrease from the previous financial year it is greatly appreciated particularly during a tightening economic climate.

Donations and Appeals Income 2008/09



EDUCATION

The way the Trust uses its properties, collections and intellectual expertise to develop formal education and lifelong learning programs to encourage people of all ages to understand and relate to our heritage

Our education programme encompasses school programmes, holiday workshops, exhibition public programmes, seminars and lectures, the annual heritage festival, competitions, walks and talks, and our properties themselves, with the stories they tell. In April 2009 we consulted widely how to reach more diverse audiences and create richer learning experiences through partnerships.

Our Western Sydney properties and the **S.H. Ervin Gallery (SHEG)** have staff dedicated to developing educational programmes. A total of 7,890 students attended the highly popular educational programmes for schools at **Old Government House**, Parramatta, and **Experiment Farm Cottage**, Harris Park. School holiday programmes for **disadvantaged children** at the properties continued to be supported by the Parramatta Leagues Club through the Community Development and Support scheme, while volunteers gave presentations to **seniors groups**.

SHEG education programmes included school holiday workshops, weekly public programmes, exhibition talks, artist talks and gallery tours. **An adult master class by landscape artist Leo Robba** was offered in December 2008. Tours were conducted during the *Yin Yang* exhibition to the *Signature Prints Studio* to learn more about the life and work of designer **Florence Broadhurst**. **A Chinese Brush Painting Master Class** held in September 2008 was taught by artist Franz (Chi Lik) Cheung. Two **exhibiting artist lunches** were held, including Cressida Campbell in conversation with journalist Fran Kelly, and special guest Margaret Olley interviewed by author Christine France. The gallery hosted two **Sydney Writers Festival Events**, including *An Evening Under the Stars* with author Kate Grenville.

Under the annual **National Trust Heritage Festival**, over 280 events were organised throughout the State by communities, government and other groups, while many special Trust events were run by volunteers. The theme for 2009, **'Our Place in Space – Under the Southern Cross'**, was about Australia's history and place in the numerous discoveries made in the world of astronomy.

Almost 60 entries were received for the **2009 EnergyAustralia National Trust Heritage Awards**. Bob Moore, Heritage Consultant at Robert A Moore Pty Ltd, chaired the judging panel. **The EnergyAustralia Award: Conservation – Energy Management** was given to the Heritage Council of NSW and the Royal Australian Institute of Architects (NSW Chapter) while the **Lifetime Achievement Award** went to Meredith Walker. Joy Singh received the **Cathy Donnelly Memorial Award**.

The 2009 **National Trust Schools Competition** for primary and secondary schools attracted 79 entries from 16 schools, with the 31 finalists attending a special presentation at the National Trust Centre.



Despite inclement weather, over 300 people attended **National Trust Day** at the Trust Centre. Over \$40,000 worth of publicity was generated.

National Trust Heritage Lectures were delivered by Hugh Mackay, who spoke on *The Sense of Place, and its role in the formation of our cultural and personal identity*, at the Metcalfe Auditorium in November, and Ray Martin whose topic was *Using Fame for Good* at the Australian National Maritime Museum in May.

The Heritage Festival received considerable **media coverage**, including promotion through Sydney Morning Herald's Good Weekend and Spectrum, the Daily Telegraph, ABC 702 and widespread regional promotion.

Major supporters of the Heritage Festival included the Heritage Branch of the NSW Department of Planning, EnergyAustralia, Sydney Harbour Foreshore Authority, Media Monitors, RTA, NSW Visitor Information Centres, The Westin Sydney, Captain Cook Cruises, Think and Grow Pty Ltd, Ku-ring-gai Council, BridgeClimb, Luna Park and the NSW Department of Education and Training.

The National Trust **Corporate Breakfasts** included a talk by Clover Moore MP, Lord Mayor of Sydney, on a sustainable vision for Sydney's future, while a panel on planning issues featuring NSW Planning Minister, Kristina Keneally, Opposition spokesperson, Brad Hazzard and Greens spokesperson Sylvia Hale was well attended. Chaired by Quentin Dempster, the panel was featured on ABC Stataline.

During the year, two new titles were published under the **National Trust House Series: Old Government House, Parramatta, and Experiment Farm Cottage, Harris Park**. A book on the Norman Lindsay Gallery is in production.

Educational services provided by the Trust's **Bush Management Services** train community volunteers in bush regeneration and create awareness of biodiversity issues. **Workshops** were held on topics such as native plant and weed identification, local soils and planting native gardens. **Guided walks** through Trust bushland properties included a walk, talk and poster display at Stella James House, Avalon. The third edition of the *Bush Regenerators' Handbook* will be printed by the end of 2009. It is used by TAFE, Council Bushcare and Landcare groups.

ENTERPRISES

National Trust Enterprises was launched in March 2009 to enhance the potential of existing Trust businesses and seek opportunities for new ones.

Bushland Management Services (BMS) has traditionally raised significant revenue for the Trust while promoting sustainable bushland management practices. We acquired many new contracts for bushland restoration during the year while retaining most existing work. Through over 200 separate contracts for 113 sites, BMS provided effective bushland management services during the year. New areas of work this year included training staff at Sydney's Centennial Park to care for the 'Eastern Suburbs Banksia Scrub' – listed under the Threatened Species Conservation Act. The purchase of a water cart for large scale watering and herbicide spraying will expand our services to clients during 2009/10.

During the year we began to review the leases and consider refurbishment at our **restaurants and cafes**. We will examine opportunities to open new leased facilities, and will increase support for **volunteers who run much-valued cafés**

Financial Summary

Year ending June	Annual Income	Total Operating Expenses (% of income)	Net Profit (% of income)
2008/09	\$1,556,888	\$1,370,749 (88.04%)	\$186,139 (11.96%)
2007/08	\$1,394,941	\$1,277,788 (91.6%)	\$117,153 (8.4%)

at regional properties. Our aim is to offer wholesome, organic and nutritious local produce across all our outlets, which will also help to support local growers.

Despite the global economic downturn, revenue earned from the **hire of Trust properties** increased by 5.5% over the previous financial year and provided valuable publicity through television and magazine photo shoots.

The **National Trust Wine Service** generated a net revenue of \$37,360 for the Trust in New South Wales.

New **point-of-sale technology** has been purchased for Old Government House, Everglades House & Gardens, S.H. Ervin Gallery and the Norman Lindsay Gallery. This will enable us to manage our retail inventory and e-commerce efficiently. As well as increasing revenue, we aim to improve the quality of merchandise offered.



EnergyAustralia National Trust Heritage Awards, April 2009

NATIONAL TRUST EVENTS 2008/09

Properties, branches and committees throughout the State developed a full programme of events to raise funds for the Trust, attract visitors to our properties and encourage people of all ages to value our heritage.

Highlights

- **S.H. Ervin Gallery** exhibitions included Yin Yang: China in Australia; Portia Geach Memorial Award; On the Heysen Trail; Cressida Campbell; Salon des Refusés; and Margaret Olley: Life's Journey. Other events included the Spring Book Fair and workshops for all ages.
- Key Trust properties were opened free of charge to celebrate **Australia Day**. Highlights during the year included the perennially popular **ghost tours at Old Government House**; **Winter Magic** and other family events at **Everglades House & gardens**; the wonderful **Lindesay Christmas Fair** and **garden seminar at Lindesay**; **Opera in the Garden**, **Jazz in the Garden** and the **Norman Lindsay Festival of Children's Literature at Norman Lindsay Gallery**, and a range of wonderful **Christmas events**.
- The **National Trust Women's Committee** ran immensely popular **house inspections** and **country weekends**; the **Tours Committee** explored culturally significant sites in Australia and overseas; the **Trust After Hours Committee** held a lively series of tours and festivities and the **Blue Mountains, Hawkesbury, Lachlan and Lithgow branches** organised bus trips and visits to historic places of interest.



Australia Day 2009, crowds waiting for a tour of Old Government House



Executive Director John Neish on his regional visit to Maitland

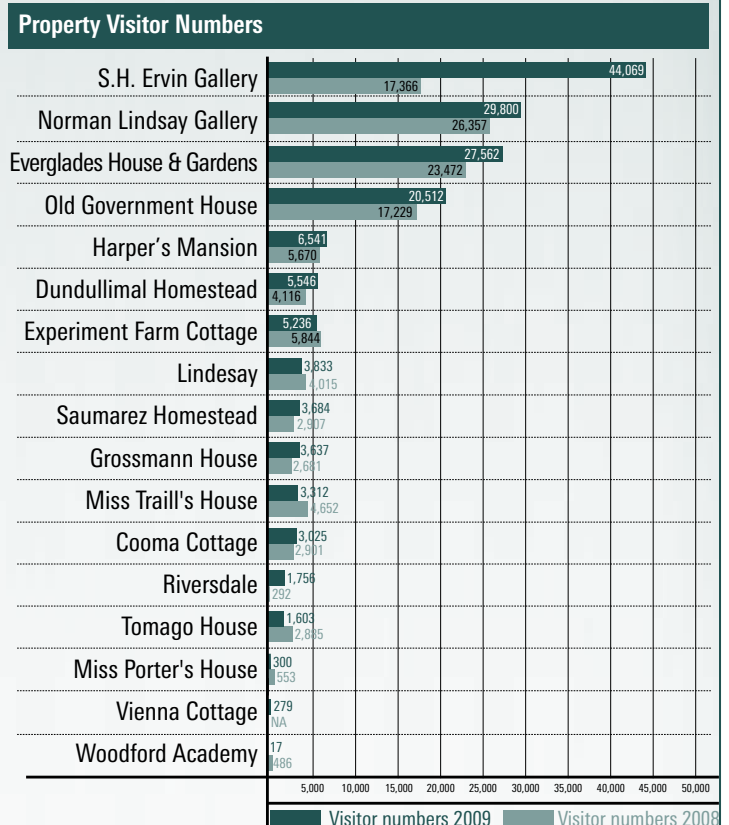
COMMITTEES AND VOLUNTEERS

The Trust has a network of **51 committees**, including branches, fundraising committees and museum management and advisory committees. Following feedback about the lack of clarity regarding their role and responsibilities we undertook a governance review of the committees. This resulted in the preparation of **new charters** for each type of committee, based on the National Trust Rules. The draft charters were presented to the 2009 Committees Conference and have since been adopted by the Board.

REGIONS AND NETWORKS

The **Regions and Networks Directorate** was created during the year to coordinate responsibility for the management of our museums and the staff, committees and volunteers that help us run them. Our primary objective is to work towards making our museums self-sustaining, which presents a huge challenge. In the years ahead we will be working hard to make them more interesting places to visit and revisit.

This year saw a 32% increase in **visitation** across our properties, with the S.H. Ervin Gallery increasing numbers by 153% and Riversdale by over 500%. These figures are to be welcomed particularly during the Global Economic Downturn.



3. HOW WE MANAGE

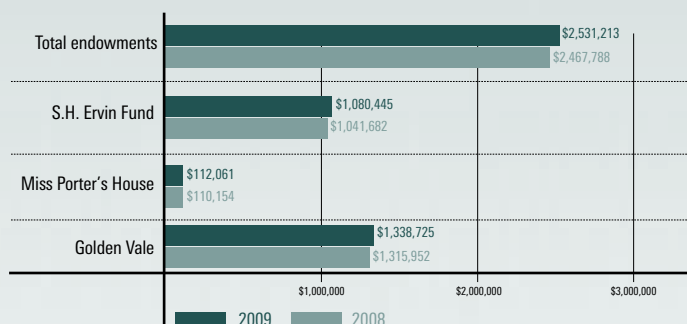
FINANCIAL

The Global Economic Downturn created further challenges for the Trust, more so than previous years. At year end the Trust recorded a net operating deficit of \$420,525 (2008: \$232,298) including \$210,718 from a revaluation loss on investments against budget. However we **received \$651,696 more cash than we spent** on our operating expenses and activities (2008: \$263,067). This was in part attributable to the four Federal government stimulus grants awarded to the Trust for a total of \$1.2m during the year. Two further grants have been awarded for the current financial year.

Our long term funding programme which is made up of Endowment Funds, Designated Reserves and General Cash Reserves continues to provide income to enable the conservation, maintenance and upkeep of the properties. These long term investments are a vital element in our goals to be both financially secure into the future and to be able to remain an independent organisation. The Trust has not borrowed any money to finance its activities and has no debt apart from money owed to trade debtors.

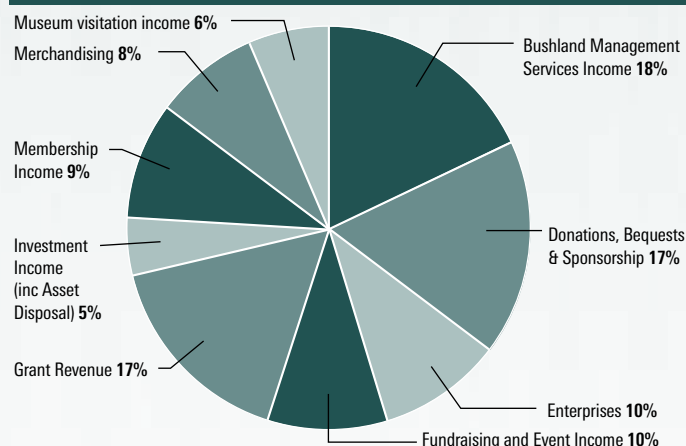
At 30 June 2009 the Trust's long term investments fund's accumulated balance was \$5.96 million. Only the income generated by these funds is used for the upkeep of the properties, and where restricted only on the particular property for which the reserve was created. The Global Economic Downturn saw the value of our portfolio drop over the year but an overall return of 1.5% for the year was received. The performance of our endowment funds over the past two years is shown on the graph below.

Endowment Income



The Trust continues to invest in its business systems following the implementation of Microsoft Dynamics GP over the past few years. 2010 will see further enhancements to our financial and management reporting systems, including installing a purchase order requisition facility and an update to the payroll software. Several projects are planned focusing on the integration of key systems (e.g. iMIS) with the objective of enhancing their effectiveness, achieving efficiencies and improving the calibre of information produced.

Split of Income 2008/09

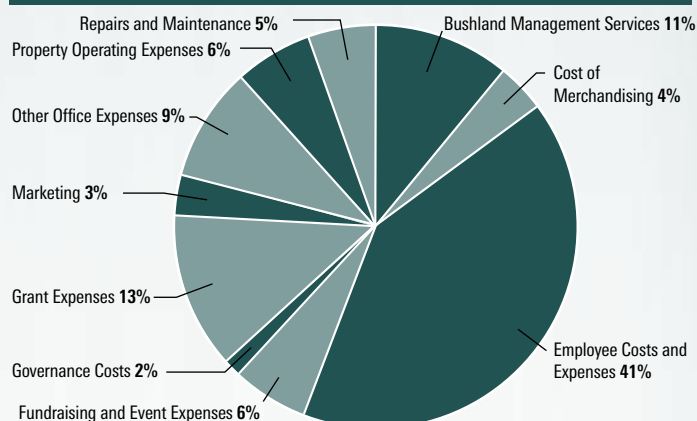


	2008/09	2007/08
Income		
Bequests	\$684,109	\$145,145
Bushland Management Income	\$1,548,080	\$1,393,712
Conservation Services	\$64,951	\$159,243
Donations	\$375,789	\$405,600
Enterprises	\$806,313	\$713,170
Fundraising and Event Income	\$829,580	\$991,036
Gain on Disposal of Fixed Assets	\$4,937	NIL
Grant Revenue	\$1,422,899	\$809,590
Investment income	\$392,865	\$437,358
Membership Income	\$803,316	\$786,603
Merchandising	\$720,479	\$609,907
Museum visitation income	\$547,059	\$440,645
Sponsorships	\$435,746	\$380,603
Total Income	\$8,636,123	\$7,272,612

Expenses

Bequest Expenses	\$37,947	NIL
Bushland Management Services	\$986,227	\$932,048
Consultants	\$82,046	\$39,280
Cost of Merchandising	\$328,276	\$385,605
Depreciation	\$62,620	\$88,146
Employee Costs and Expenses	\$3,627,105	\$2,869,979
Fundraising and Event Expense	\$528,236	\$548,646
Governance Costs	\$134,250	\$121,992
Grant Expenses	\$1,103,673	\$439,338
Loss on Disposal of Investment	NIL	\$1,039
Marketing	\$293,002	\$282,108
Other Office Expenses	\$618,992	\$602,457
Property Operating Expenses	\$560,518	\$576,573
Repairs & Maintenance	\$483,038	\$363,430
Total Expenses	\$8,845,930	\$7,250,641
Operating (Deficit)/ Surplus	(209,807)	21,971
Loss on Revaluation of Investment	(\$210,718)	(\$254,269)
Deficit for the year (per accounts)	(\$420,525)	(\$232,298)

Expenditure for 2008/09



SUSTAINABILITY

Sustainability is part of everything we do, from saving paper and electricity in our offices, to conservation of water and sustainable horticultural practices at Trust properties.

Bushland Management Services (BMS) are an important means of educating the community on sustainable ways of caring for the natural environment while carrying out significant conservation projects. The service uses 'best practice' methodology to help mitigate the impacts of urbanisation on bushland in the Sydney basin region, maintain the resilience of remnant bushland and its ability to withstand climate change. During the year an \$8,000 Catchment Protection and Improvement grant from Sydney Catchment Authority enabled work to begin at **Everglades House & Gardens**, Leura. During the year Federal grants enabled water tanks to be installed at Lindesay, Everglades House & Gardens and Norman Lindsay Gallery. A Community Coastcare grant of \$16,000 from Caring for Our Country was provided for restoration of the **Pittwater Spotted Gum** at Stella James House, Avalon.

Trust-funded Bushcare programs were carried out at **Everglades House & Gardens, Ludovic Blackwood Memorial Sanctuary, Beecroft, Ahimsa, Cheltenham, and Stella James House**. Approximately 4-6 volunteers participated at each site each month. BMS also prepares **Conservation Management Plans (CMPs)** for Trust-owned bushland properties containing listed threatened vegetation communities. The CMP for **Ludovic Blackwood Memorial Sanctuary** was adopted by the Trust Board in April 2009. Draft CMPs for conservation of bushland at **Everglades House & Gardens** and the **Stella James** property will be completed early in 2010.

Workshops on the sustainable practices of **composting and worm farming** were run at Old Government House in conjunction with Parramatta City Council's Environmental Waste and Recycling program.



Bushcare program at Ludovic Blackwood Memorial Sanctuary

SPONSORS

The Sydney Harbour Foreshore Authority, EnergyAustralia and Bonhams & Goodman continued their support of the Trust as **major sponsors** this year. Support also came from Mary Rossi Travel, Etihad Airways, The Wine People, Microsoft, Clayton Utz, Eakin McCaffrey Cox, International Conservation Services, Urbis, Richard Dinham, the Institute of Human Excellence, Errol Chadwick and Associates and Holding Redlich Lawyers & Consultants. Media Monitors Australia and 702 ABC Sydney continued as **Media Partners** throughout the year.

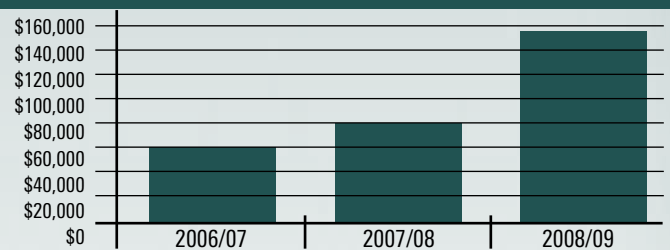
18 grants were received in 2008/09 totalling just over \$1.5m (inc GST). They included:

- **Department of Environment, Water Heritage & the Arts.** Four grants under the Jobs Fund program for major works underway at Old Government House, Everglades House & Gardens, Dundullimal Homestead and Grossmann and Brough Houses. **Also \$78,083** under the **National Trust Partnership Program** for activities including the National Trust House Series guidebook, Soft Furnishing Group at Old Government House, National Trust Register listings, Industrial Heritage research and development of the Strategic Plan.
- **NSW Department of Planning.** \$200,000 towards the National Trust Heritage Festival, National Trust Magazine (NSW), advocacy and cemeteries advisory services and conservation works at Dundullimal Homestead.
- **Sydney Catchment Authority and the Natural Heritage Trust.** Bush regeneration activities at Everglades House & Gardens and Stella James House.

NSW Architects Registration Board. A research grant for the 'I love this place' project, encouraging the community to appreciate architecture.

Other grants were provided by local government and community sector organisations for equipment, volunteering and education activities.

Grant Trend over 3 years



OUR PEOPLE

During the year the Trust was restructured to enable it to fulfill its new vision, mission and values as outlined in the new Strategic Plan, **Charting the Future**. New directorates were created to develop National Trust Enterprises and co-ordinate our extensive regional networks of properties and committees. Other aspects of the restructure will provide the support needed by the Trust to achieve newly defined goals for its three core programmes; Advocacy, Conservation and Education. As at the time of reporting we had 172 staff (54 Full Time Equivalent) including those based at the National Trust Service Centre, Bushland Management Services and properties staff comprising 97 Trust and 75 Bush Regeneration personnel. During the year we recruited 27 Trust staff including a full-time human resources manager, and 18 Bush Regeneration personnel.

A new **salary structure** was designed and developed to ensure all employees are paid the appropriate remuneration as bound by the Australian Fair Pay Commission, under the relevant Australian Pay and Classification Scales (APCS). A more comprehensive **Occupational Health and Safety Management System** was developed with categories including OH&S Policy, Planning, Measurement and Evaluation, and Management Review. The OH&S Management System met the requirements of the NSW Government OHSMS Guidelines fourth edition and was accredited in July.

We are indebted to our 2,000 strong team of **volunteers**. They support every aspect of our business, helping to raise funds, care for our properties and collections, conduct tours and contribute valuable skills and expertise.



National Trust Service Centre Staff

4. BOARD DIRECTORS, HONOURS AND COMMITTEES

Board Directors as at June 2009

Ian Carroll OAM - *President*
Donald M Godden - *Deputy President*
William Holmes à Court - *Treasurer*
Julian Bickersteth
Robyn Christie
Professor Ross Griffith, BSc, PhD, C Text, FTI, MAAFS
Janine Kitson
Helen Lochhead
Peter Lowry OAM
John Neish
Maureen Pike
Maisy Stapleton
Alan Terrell

Honorary Life Membership 2008

Camilla McRae
Gloria Campbell – *Old Government House*

Voluntary Service Award 2008

Richard Young – *Friends of Miss Porter's House*
Marjorie Biggins – *Friends of Tomago House*
Ian Brady – *Industrial Heritage Committee*

Voluntary Service Award 2008 (continued)

Jean Mary Fagan – *Central West Region Women's Committee*
Catherine Harris – *Women's Committee*
Eleanor Loveridge – *Southern Highlands Branch*
Jennifer McMonnies – *Historic Buildings Committee / Conservation Committee*
Pamela McDonald – *Friends of Miss Porter's House*

Trust Commendation 2008

Tony Bastow – *Trust After Hours Committee*
Graham Edds – *Norman Lindsay Gallery Advisory Committee*
Scott Robertson – *Urban Conservation Committee*
Patricia Barling – *Trust After Hours Committee*
Yvonne Campbell – *National Trust Archive volunteer*
Dr Sian Graham – *Women's Committee*
Beryl Harvey – *Bathurst & District Branch*
Rhona Leach – *Blue Mountains Branch Committee*
Paula Old – *Women's Committee*
Wendy Richardson – *Women's Committee*
Beryl Winter – *Conservation Department Volunteer*
Roy Lumby – *Historic Buildings Committee*

Distinguished Service Award 2008

Julie Blyth – *Archives*
Patricia McDonald – *Museums and Properties Curator (Special Board Resolution)*

Trust and Board Committees

Audit
Conservation
Finance
Museums and Collections
National Trust magazine
Trust - Honours
Occupational Health and Safety

Technical Committees

Architectural Advisory
Bush Management Advisory Committee
Cemeteries
Historic Buildings
Industrial Heritage
Landscape Conservation
Parks & Gardens
Urban Conservation

Regional Branches & Committees

Bathurst & District Branch
Blue Mountains Branch
Broken Hill & District Branch
Central West Region Women's Committee
Friends of Cooma Cottage
Friends of Everglades
Friends of Grossmann House
Friends of Harper's Mansion
Friends of Miss Porter's House
Friends of Norman Lindsay Gallery
Friends of Old Government House

Regional Branches & Committees (continued)

Friends of Sir Henry Parkes School of the Arts (Tenterfield)
Friends of Tomago House
Friends of Woodford Academy
Gulgong Mudgee Rylstone Branch
Hawkesbury Branch
Hunter Regional Committee
Illawarra Shoalhaven Regional Branch
Lachlan Branch
Lindesay House Management Committee
Lithgow Regional Branch
Macquarie Regional Committee
Miss Traill's House Advisory Committee
Norman Lindsay Gallery Advisory Committee
Orange & District Regional Branch
Parramatta Regional Committee
Riverina Regional Committee
Saumarez Homestead Management Committee
S.H. Ervin Gallery Advisory Committee
Southern Highlands Branch of the National Trust
Tours Committee
Trust After Hours Committee
Vienna Cottage Management Committee
Wentworth Branch
Women's Committee
Women's Committee Special Events Panel



National Trust President, Ian Carroll OAM; Executive Director, John Neish; and Board Member Peter Lowry OAM at the Rally Against Inappropriate Development, October 2008