

STRATEGIC PLAN

2026-2030



Through its mission to conserve, share and encourage the spirit of exploration, Antarctic Heritage Trust cares for the remarkable expedition bases of early Antarctic explorers including, Carsten Borchgrevink, Captain Robert Falcon Scott, Sir Ernest Shackleton and Sir Edmund Hillary.

It shares the legacy of exploration through outreach programmes and encourages the spirit of exploration through expeditions to engage and inspire a new generation.

Antarctic Heritage Trust was established in 1987. The Trust manages the Ross Sea Heritage Restoration Project, which is the world's largest cold-climate conservation project, caring for five expedition bases in the Ross Sea region of Antarctica:

- ▲ Borchgrevink's Hut, Cape Adare
- ▲ Scott's Hut, Cape Evans
- ▲ Scott's Hut, Hut Point
- ▲ Hillary's Hut, Scott Base
- ▲ Shackleton's Hut, Cape Royds



VISION

Inspiring Explorers

MISSION

To conserve, share and encourage the spirit of exploration

Guiding Principles

- ▲ We are global leaders who represent New Zealand
- ▲ We inspire rangatahi (youth) about their future
- ▲ We are the source of truth for the global legacy we care for
- ▲ We partner to do extraordinary work

Organisational Values

- ▲ Be open-minded and curious
- ▲ Encourage positive risk taking
- ▲ Innovate
- ▲ Strive for excellence
- ▲ Treasure the spirit and legacy of exploration

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As the Trust enters its 40th year in 2027, it is taking a 10-year strategic view to address key challenges and opportunities.

Over the coming decade, the major challenges we face include:

- ▲ Logistics to reach sites in Antarctica
- ▲ A changing climate and how this will impact the historic sites
- ▲ Ongoing fundraising for multiple programmes

Following a decade of development of programmes and the growth of a global community of supporters, the Trust has many opportunities to continue to be world leaders in cold-climate conservation, to share its stories with a diverse audience and connect the next generation of explorers to educate and inspire them. We will continue to harness help from our global

community who are passionate about Antarctica's cultural heritage, the stories of the polar explorers and the opportunity to grow advocates for the Trust's work.

This initial four-year Strategic Plan (2026 – 2030) sets a strong direction for the next decade in three ways:

- ▲ To continue delivering the Trust's planned multi-year programmes across its Conserve, Share, Encourage and Sustain goals
- ▲ To continue working to resolve its key challenges so the mission can be successfully delivered
- ▲ To benefit from opportunities through global leadership and strong partnerships that strengthen the Trust's sustainability

Goals

Conserve

Conserve the international legacy under the Trust's care for the benefit of humanity

Outcomes

- ▲ Conserve Antarctic sites and collections under our care on behalf of the international community
- ▲ Progress programme to conserve Antarctica's first building and return conserved artefacts to site
- ▲ Be global leaders and innovators in cold-climate conservation
- ▲ Begin to address the impact of climate change on the historic sites
- ▲ Take on the care for additional historic sites in the Ross Sea region

Share

Treasure and share the world's greatest polar exploration stories

- ▲ Inspire a global audience as the trusted source of information on the polar legacies of Scott, Shackleton, Borchgrevink and Hillary
- ▲ Grow a global and diverse audience through compelling storytelling and sharing impact
- ▲ Share digital experiences that create greater equity of access for worldwide audiences
- ▲ Optimise a new digital strategy to develop strong supporter journeys

Encourage

Connect youth with the physical world and spirit of exploration to educate, inspire and improve their lives

- ▲ Offer an Inspiring Explorers™ programme with both New Zealand and international opportunities
- ▲ Create opportunities to inspire a diverse range of young people to participate in the programme
- ▲ Grow participation so more young people value the importance of exploration and protecting this legacy
- ▲ Connect with learners globally through the Antarctic education programme
- ▲ Support unique outreach programmes to inspire others to explore

Sustain

Sustain and grow the Trust's programmes to make the world a better place, while caring for people and the planet

- ▲ Maintain and leverage New Zealand Government investment
- ▲ Take a long term view for income generation that is innovative and sustainable
- ▲ Outcomes from the Sustainability Framework have a positive impact on the Trust's mission
- ▲ Engage in powerful partnerships that enable us to do extraordinary work
- ▲ Optimise our global alumni network for advocacy, connection and funding