



OUR STRATEGIC PLAN

2025-2028



GIBRALTAR
HERITAGE
TRUST

A PLAN FOR OUR FUTURE

YOU are a stakeholder – a guardian of Gibraltar's heritage.

Our history, our culture, our stories must matter to all of us. They must be kept alive. Together they are a fundamental part not just of the physical living history that surrounds us but implicitly of our makeup and identity as a people.

The Gibraltar Heritage Trust (GHT) Strategic Plan 2025 to 2028 proposes to build upon the Rock's legacy by providing a clear roadmap for the work of the Trust focused over the next three years. Designed to adapt to emerging challenges and to seize new opportunities the plan envisions a society where heritage is understood, appreciated, and celebrated by all. A society where citizens, government, opposition and institutions work together to value, respect, and sustainably utilize Gibraltar's unique heritage, collectively driving forward environmental, cultural, economic, and social progress.

The Strategic Plan will put into action a variety of initiatives, projects and strategies that will interconnect to raise the profile, level of awareness and perceived value of our heritage. Amongst the aims, the Trust wants to create an informal Community Heritage Forum which will foster dialogue and collaboration involving all key players. That means all of us. Government agencies, local communities, NGOs, educational institutions, the tourism industry—residents, visitors, businesses, and institutions—who will come together to discuss, share, and develop ideas for the conservation and promotion of our heritage. The Gibraltar Heritage Trust believes this will ensure Gibraltar's history is not only remembered but is actively celebrated and shared by all.



Patio at the Main Guard maintained by volunteers



Students from the University Royal Naval Unit, London, helping out at Princess Anne's Battery

The creation of the post of a Community Engagement Officer is essential to this effort. The role would see the introduction of a bespoke Gibraltar heritage programme for schools and the general public. This would include the development of resources, partnerships with local and international educational institutions, and the promotion of heritage through various platforms including social media, podcasts, and print. Everyone can then share a joint vision of the unique product that is Gibraltar PLC to further promote knowledge, preserve heritage sites, foster cultural outreach, ensure sustainability, and to help develop a strong brand for our exclusive and diverse centuries old Rock.

In its Strategic Plan 2025 to 2028 the Gibraltar Heritage Trust sets out further steps to continue to be well-equipped to place Gibraltar's heritage at the heart of community



Monitoring and advocacy



Entries underway at our annual open air painting competition

life. Vital to its success is effective stakeholder engagement which will also aid the Gibraltar Heritage Trust's strategic objectives to place Gibraltar's heritage at the centre of human development and sustainable change whilst fostering a deeper understanding of the past to shape a brighter future.

In essence, all our efforts combined will serve as the fabric that holds this community together. All generations have it within their grasp to preserve and conserve our rich, unique, diverse historical legacy to continue to shape not just our identity but our future.

The real measure of success will be an enhanced, active appreciation of Gibraltar's unique heritage. By the power of this place – and its people - used to benefit all our citizens.

Join us in this ambition to shape our world for future generations!

OUR WORK

Established in 1989, the Gibraltar Heritage Trust (GHT), remains at the heart of promoting and safeguarding our cultural legacy, playing a vital role in ensuring these assets remain accessible and relevant to future generations. As a membership-based charity with a number of statutory duties and objectives, it relies on the support of the community and volunteers to achieve its aims.

This document will act as a guide for the GHT in its complex undertaking to continue to work in making our heritage the driver of cultural, economic and social improvement.



Recording architectural detail



Stakeholder consultation and collaboration



Restoration of historic sites

OUR VISION

The Gibraltar Heritage Trust envisions a society where Gibraltar's unique heritage is understood, appreciated and celebrated by all. A society where all citizens, irrespective of affiliation or background, work together to value, respect, and sustainably utilize our unique legacy. Collectively driving forward environmental, cultural, economic and social progress.



Bringing culture and heritage together



Managing change to our historic buildings

OUR MISSION

The Gibraltar Heritage Trust's mission is to place Gibraltar's heritage at the centre of human development and sustainable change in Gibraltar, as a driver of that change for the greater public benefit. In doing so, the Trust seeks to ensure that Gibraltar's unique and diverse heritage is safeguarded, celebrated and shared securing its legacy for generations to come.



The Trust's Offices at the Main Guard



Working for the improvement of our heritage fabric

OUR STRATEGIC OBJECTIVES

The Strategic Plan sets out five core objectives, each supported by specific initiatives and actions. Together, these will guide the Gibraltar Heritage Trusts efforts over the next three years.

1

To promote educational opportunities on Gibraltar's heritage and value

The Gibraltar Heritage Trust will create a Community Engagement post to help in the development of Gibraltar's bespoke programmes for schools and the wider public, of all ages.

2

To preserve and protect heritage sites

Gibraltar's physical heritage is an irreplaceable asset that requires careful preservation and sustainable use. Conservation efforts will see the Gibraltar Heritage Trust always working closely with stakeholders, including government bodies, private developers, and NGOs, to champion conservation-led initiatives.

3

To foster dialogue and collaboration in using our heritage to build a sustainable future

Culture and heritage are intrinsically linked, and the GHT will seek to continue to collaborate with local and international organisations to promote heritage. Our membership base will be core to achieving this with the aim of bringing all elements together at the forefront of community life.



Delivering outreach programme



Advocacy for our built environment

4

To build a fit for the future, agile organisation

A resilient and flexible structure will ensure that the GHT functions effectively, and is relevant and adaptable to changing times.

5

Sustainability and Funding

This is fundamental in continuing the work of the GHT into the future. The sustainability of its activities into the future will depend on diversified funding sources and efficient resource management. This includes collaborations with like-minded businesses and organisations that will lend opportunity to the exploration of new funding streams.



Recording our buildings



Specialist volunteer led tours raise awareness about Gibraltar's heritage and history.

PUBLIC BENEFIT

Ensuring public benefit is essential and the priority for the GHT.

The framework that the GHT proposes is long-term and for the benefit of all. It sets the parameters within which we will continue to protect and promote our heritage for all those that came before, for us and for the generations of tomorrow



GIBRALTAR HERITAGE TRUST

Join us today!
Create a better future for our community.



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