



National
Trust

Playing our part

What does the nation need from the
National Trust in the 21st century?

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'Our 21st century ambition is to meet the needs of an environment under pressure, and the challenges and expectations of a fast-moving world. We want to continue to maintain the highest standards of care for everything we look after, while working in a way that feels relevant and necessary to people and their day-to-day lives. Finally, we want to equip everyone in the Trust with the skills and resources we need to do our jobs with ease and confidence, and feel proud of our work. This strategy explains how we will do that.'

**Helen Ghosh,
Director-General**

‘The need of quiet, the need of air,
and I believe the sight of sky and
of things growing seem human
needs, common to all.’

Octavia Hill, Founder

Special places in the 21st century

The National Trust was founded on the simple and enduring idea that people need historic, beautiful and natural places. They offer us perspective, escape, relaxation and a sense of identity. The natural world also gives us fresh air, clean water and clear seas.

In 2014, there were 55 million visits to historic sites in England, Wales and Northern Ireland and an estimated three billion to coast, countryside and parks. More people than ever before visited the places we look after; there were more than 20 million visits to our houses, parks and gardens and an estimated 200 million to our countryside and coast. Taken together, we think this shows how much people continue to enjoy and value historic, beautiful and natural places today.

The facts

There were over

55 million

visits to historic properties and attractions in England, Wales and Northern Ireland in 2014

42%

of people in England visited the natural environment in the past seven days (MENE survey, Natural England, 2014)

60%

of species have declined in the last 50 years (State of Nature, RSPB and others, 2014)

Left Walker at the top of Dale Head, Lake District, Cumbria

Below Visitors in the gardens at Calke Abbey, Derbyshire.



Despite this, these places are under greater threat than ever before

We see three profound challenges:

- Too often over the last 70 years, farming practices have put short-term production ahead of the long-term health of the land and the natural environment. Wildlife has disappeared from our fields and hedgerows, over-worked soils wash out to sea and towns and villages flood. A changing climate will bring even greater challenges. We need to find a new way to manage land.

- History, beauty and nature can offer an escape and a way to make sense of a rapidly changing world. At their best, experiences of heritage sites and the countryside offer connection and understanding. We want to do more to help people interpret the world around them through their experiences of the places we look after.

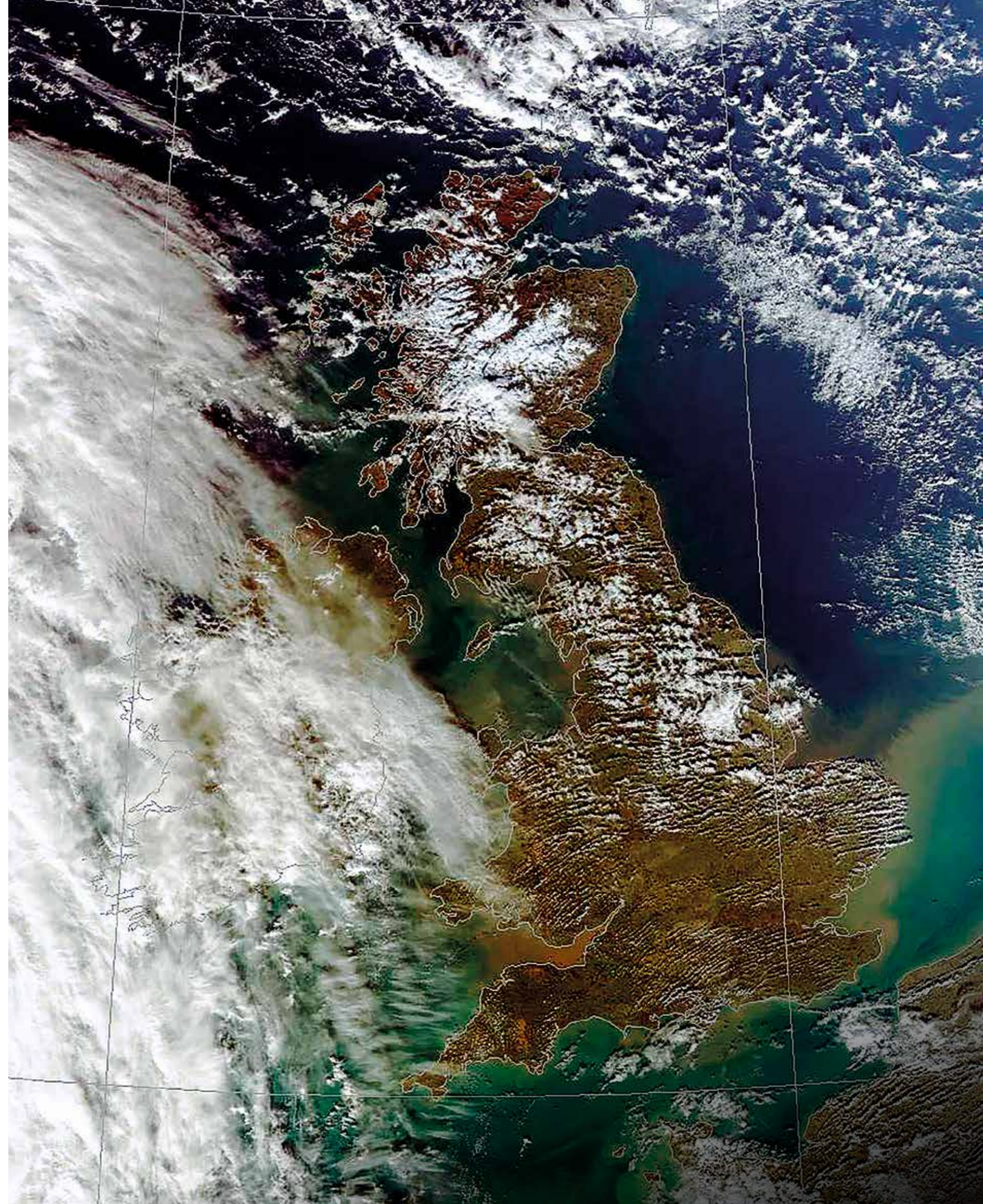
- People love and enjoy local green space and heritage on a daily basis. Local and national government has protected many of those everyday places, but we are entering a new era where public funding is much reduced. The future care of and access to the local places we rely on is uncertain. The need for new, innovative ways to look after local, everyday historic and beautiful places is a challenge that charities, government, business and communities need to address together.

This doesn't mean that there's not much to celebrate. Many important landscapes and historic buildings in Britain are recognised as important and are well protected. Visits to heritage sites and countryside go up and up. But we are deeply concerned about the pressure these places will come under in the next ten years and we're looking for solutions.

Below View of the storm-damaged cliffs and beach at Birling Gap, East Sussex, pictured here in February 2014, with demolition work seen taking place on vulnerable cliff-top buildings.



Right This satellite image, taken on 16 February in 2014, shows how soil is washed off our fields and out into the sea. Photograph: NEODAAS/ University of Dundee



'We face many challenges in the years ahead, and big questions in the historic and natural environment, but we can't tackle these alone. Our strategy will see us working more collaboratively with a range of partners to explore new approaches and find solutions. We will support where we can and lead where we should.'

Tim Parker,
Chairman



Our strategy

Looking after the places in our care now and in the future is our first responsibility. But our strategy is also about how we rise to the big challenges of the 21st century and how we work with others to find solutions.

After all, the health of the countryside, protection of heritage and the wellbeing of people living in towns and cities is where the National Trust started.

We will:

- **play our part in restoring a healthy, beautiful, natural environment**
 - develop and share new economic models for land use
 - work with our tenants to improve all land to a good condition
 - work with others to conserve and renew the nation's most important landscapes
 - champion the importance of nature in our lives today

- **offer experiences that move, teach and inspire**
 - raise the standard of presentation and interpretation at all the places we look after
 - make our outdoors experience better for all ages and needs
 - innovate the experience people have at the places we look after
 - explore and reveal our cultural heritage through events and exhibitions
- **help look after the places where people live**
 - find new solutions for managing local green space
 - celebrate local heritage and equip communities to care for it
 - engage in shaping good housing and infrastructure development

None of this is possible without the support of staff, volunteers, members, donors and visitors. Over the next ten years, we'll do more to help members enjoy their membership more; help staff feel more confident and build expertise; ensure volunteers feel that their skills are recognised and opportunities to do more exist.

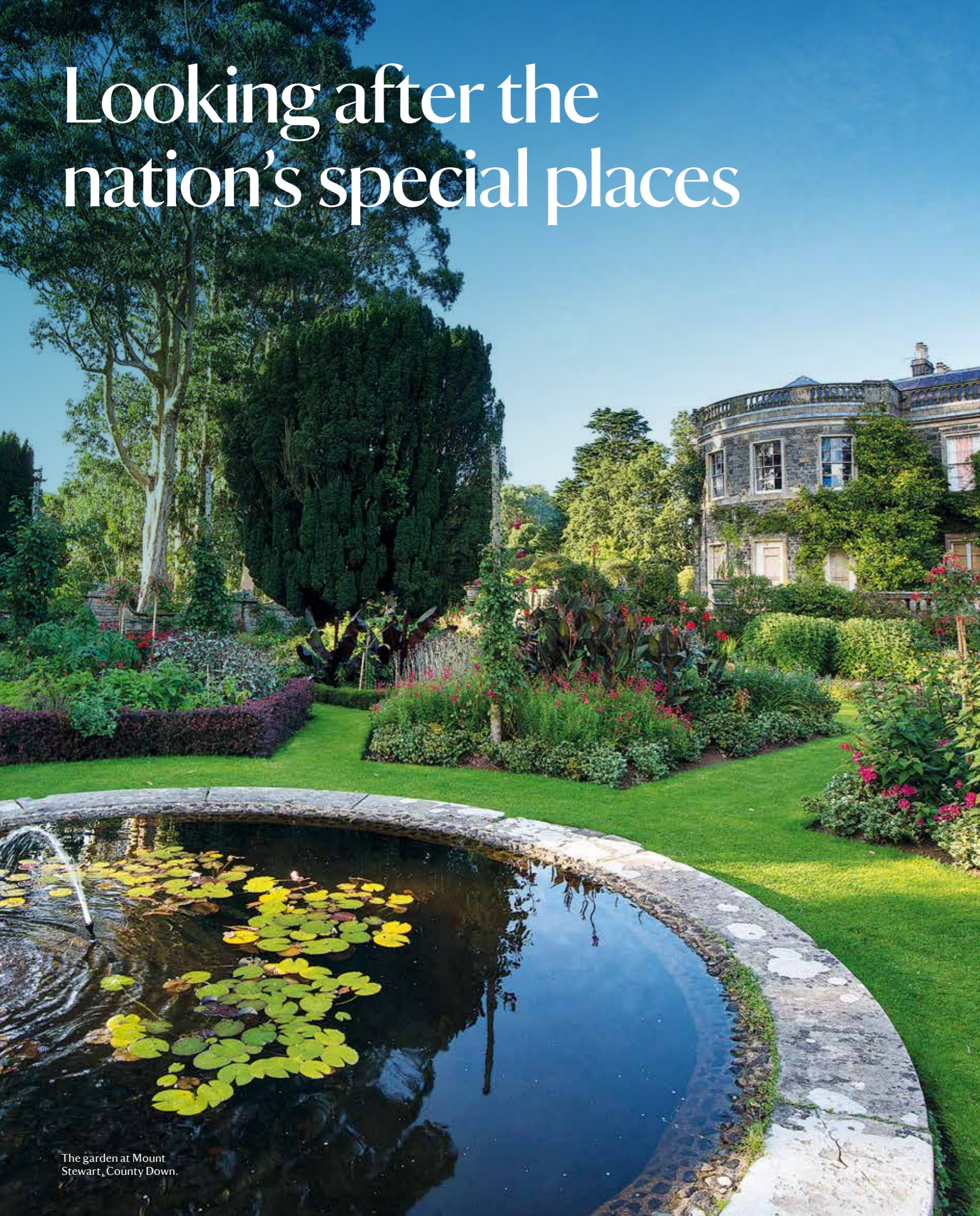


Left People walking, with Worms Head in the distance, Gower Peninsula.

Right Night Run at Osterley Park, Middlesex



Looking after the nation's special places



The garden at Mount Stewart, County Down.

We will always try to conserve, protect and provide access to coast, countryside, historic homes and gardens to the highest standard. Looking after these places for ever is a great responsibility, one that wouldn't be possible without skilled staff and volunteers and the support of members and donors.

'Before its restoration the house and gardens at Mount Stewart were at risk of steadily fading away. Our real challenge was to retain the spirit of this special place, but thanks to £7.5 million and three years of hard work from a team of 186 people and 50 volunteers, we did it and it's all been worth it.

But, in many ways the work is just beginning. We have just acquired 364 hectares (900 acres) of the wider demesne thanks to £4 million from our supporters. One of the biggest challenges will be to carefully open up this exceptionally beautiful intact demesne for our visitors to enjoy.

It is an ever evolving property with an ever evolving story which is something that really excites me.'

Jon Kerr,
General Manager,
Mount Stewart,
County Down



To look after the historic and outdoors places in our care costs a minimum of £100 million each year. It's a huge undertaking and our approach is becoming more professional. We have identified the individual needs of all the places we look after and will be spending an additional £300 million over the next ten years to clear a backlog of conservation work. We will do more to support our people – curators, rangers, surveyors and many more – to give them the skills needed to look after historic and natural places in the 21st century. To make all this possible we have changed the way we fund properties, making sure the money goes where the need is greatest.

Climate change poses the single biggest threat to the places we look after. So we're actively adapting, managing coastal change and the impacts of severe weather. We also want to continue reducing our energy use – a 20 per cent reduction by 2020 with 50 per cent coming from renewable sources on the land we look after. Our renewables programme is proving that energy can be produced in a way that works with the landscape, not against it.

'I have a deep love of the coast. It's a place that I feel a great affinity with and Formby where I'm based means a lot to me, a place where generations of my family have been visiting. The coast is a place of huge change, yet that pace of change is accelerating with greater erosion and flooding. That is why having a clear plan for managing the coast is so important.'

Kate Martin, Lead Ranger,
Formby , Merseyside



Left Gardener on a cherry-picker clipping the hedging at Powis Castle and Garden, Powys, in August.



Below Visitors learning about the ancient footprints found in silt beds on the shoreline at Formby, Merseyside.

A healthier, more beautiful natural environment

The facts

Survey by YouGov of a representative sample of the population for the National Trust in autumn 2014 found that:

87%

believed that *'avoiding the loss of animals and plants from the countryside'* was very/fairly important.

86%

believed that *'ensuring that farming looks after nature, whilst also producing food'* was very/fairly important.

86%

believed that *'encouraging children to spend more time in the outdoors and with nature'* was very/fairly important.



Millions of people love spending time in the outdoors, for recreation and refreshment. It is a chance to appreciate the beauty, colour and song of the natural world. Beyond that, nature supports us in countless ways, from flood protection to storing harmful carbon. We can't take it for granted.

The threat posed to the natural world is well documented and keenly felt. A third of the population and half of our members are already concerned about the environment. We know we need to act if we are to leave a healthier environment for our children and our children's children.

'Together with the Lake District National Park Partnership, we want to do more to lead the future of land management in one of Britain's most important landscapes. We will review how all the land in the national park is managed now and, based on that evidence, develop a plan that ensure people can carry on enjoying the Lakes well into the future – whether extending wild areas, re-coursing rivers or maintaining the rich, cultural landscape we see now.'

Michael Innerdale,
Assistant Director
(Operations),
Lake District Hub



'Nature plays a central role in my life. Like millions of people I need a daily dose of wild nature and yet the very future of the places and species that we love are under huge pressure.'

Loss of habitat is leading to the loss of some of our most loved species and with this the complex web of life, colour and song is damaged. In addition, the impact of climate change means that we need to act now for the sake of the birds, the birches and the bees and also for our own health and wellbeing.'

Gwen Potter,
Area Ranger, Ceredigion



Right National Trust wardens and volunteers maintaining dry-stone walls around the campsite in Wasdale, Cumbria.

Left Small tortoiseshell butterfly on Tithonia, Attingham Park, Shropshire.

Here is what we will do:

- Landscape conservation is not a new idea but more effort is needed to make it happen in practice. We will work with farmers, conservation organisations, public and private landowners to deliver more projects; long-term and more ambitious projects to restore important and compromised landscapes.

Like most farmers, we and our tenants use our land to produce food and make money. But land management for profit alone isn't sustainable. We will work with our tenants and on the land we manage ourselves to develop ways to manage it that are good for people, nature and the economy. We have a lot to learn. If we can make progress on our own land, we will share that with others.

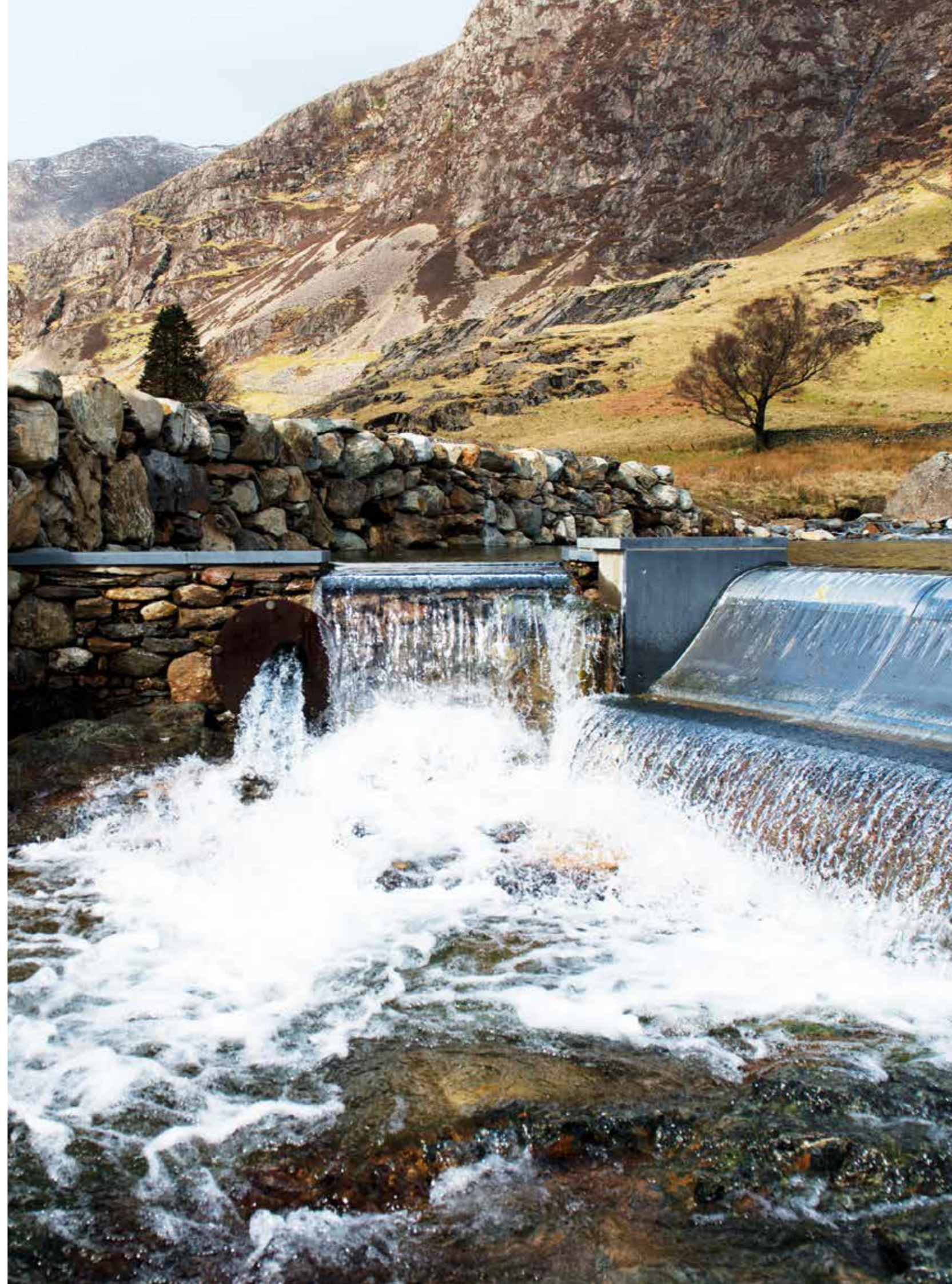
- Millions of people visit our outdoor sites every year. Many are concerned about the health of the environment. We will continue welcoming our visitors and giving them a great experience, and for those that are interested we will offer more information about nature and the environment and offer more opportunities to get involved with us in looking after it.

'Land has never been under such pressure – we want it to provide us with so much but these benefits can often conflict.'

At Hafod y Llan farm on Snowdon we're showing what's possible, by delivering quality conservation management with renewable energy generation while also providing access for thousands of walkers and food for the nation.

We have to make tough decisions and break new ground to make our land fit for the future, but we're ready for the challenge.'

Keith Jones,
Environmental Practices
Advisor for Wales



Case study

50 things to do before you're 11¾

Children are three times as likely to go to hospital for falling out of bed as falling out of a tree. That's one of the insights into how children's experience of the outdoors has changed that persuaded us to launch our 50 things to do before you're 11¾ campaign.

The campaign encourages children spend less time indoors with screens and more time outdoors with nature. In 2014 we distributed over 600,000 50 things scrapbooks and to date over 99,000 children have signed up online. Children, and their families, take part in activities from skimming stones to building a den.

This is great for the children and families involved. But the campaign also has a bigger point about the sort of society we want to live in. If a generation grows up without experiencing the outdoors, they are less likely to value it and to protect it. So our campaign is about ensuring that our children's children have the same opportunities as we had.

Left The Weir at Hafod y Llan farm, Snowdon

Below Children climbing a tree at Mottisfont, Hampshire.



Experiences that move, teach and inspire

The facts

The Taking Part survey by the Department for Culture, Media and Sport found that:

72%

of adults visited a heritage site at least once in the previous 12 months (in the year to September 2014)

52%

of adults visited a museum or gallery in the last year (between October 2013 and September 2014)

Every year over the last decade has seen more people going more often to countryside, museums, galleries and historic buildings. At their best, these places offer a connection to history, beauty and nature, and a different perspective on the world around us.

We want to improve the experiences people have with the places we look after, whether historic houses or the coast and countryside. We want experiences to be stimulating and rewarding – adapting for new audiences and technology. We think we can do better at making visits interesting and relevant as well as enjoyable.

'Historic houses are quite unlike museums in that their significance is in the whole, and not just in their parts. They are laid down over time by successive occupiers, like seams of coal. While we should celebrate their survival, this is not enough. We want our visitors, our supporters to understand our love for places as much as we do. We should continue to seize the opportunity for finding relevance for our visitors. Relevance is about revealing contemporary currency in places and things, and providing pleasure, fun and an enthusiasm for learning. While in some places, dynamism can come through the way we encourage people to experience them, in others we need new presentations, uses beyond just looking at them, to reveal their spirit of place.'



James Grasby,
Curator, South West

Left Visitors in the Withdrawing Chamber at Hardwick Hall, Derbyshire.

Below Visitor studying paintings at Kingston Lacy, Dorset.



Here is what we will do:

- **We will invest** in major changes at the most visited places to transform how we tell the story of why the place mattered in the past and matters now.
- **We will develop** an ongoing series of events and exhibitions that provoke people to think differently about history, identity and the world today.
- **We will make** the experience of our outdoor sites easy and exciting for all ages and needs, such as cycle trails for families or hosting triathlon events in national parks.
- **We will encourage** all places to be bold and innovative in how they develop– creating an experience that reveals something new every time you visit.

Case study Dunham Massey is the Stamford Military Hospital

In 2014 and 2015 we transformed the Edwardian interiors of Dunham Massey back into the auxiliary hospital it had been in the First World War. We used new archival research to re-create what the house looked like and tell the stories of the 282 soldiers who recovered here and the nurses who cared for them.

Transforming Dunham Massey was a new approach for the National Trust. Rather than presenting the house as a family home, complete with centuries of furnishings, we chose a very small but important moment in time.

Original letters, photographs, diaries, recordings and surviving objects helped us piece together the real events that happened when a country home became part of the war effort. The centrepiece of the exhibition was the re-creation of the Saloon as a ward, and the Grand Staircase as the surgery.

Below Young visitor looking at a painting at Dyrham Park, Gloucestershire.



Right Re-creation of the Stamford Military Hospital 'operating theatre', at the bottom of the Grand Staircase at Dunham Massey, Cheshire.



The facts

45%

of local authorities are considering selling or passing on management of green spaces to others (State of UK Public Parks, Heritage Lottery Fund, 2014)

34 million

people make regular visits to their local park and 68% of those feel it is an essential or important part of their quality of life (State of UK Public Parks, Heritage Lottery Fund, 2014)



Helping look after the places where people live

The places that matter most are often those closest to home where we spend our time living and working.

Half of all visits to the outdoors are to local parks. And it follows that local green spaces and heritage have a huge impact on how we feel about the places we live. The 2014 Heritage Open Days saw three million visits to local heritage sites over one weekend. This is where our founders, particularly Octavia Hill, started – protecting and improving the quality of the places people live.

These places matter but we don't often stop and think about how they are looked after. Local authorities and small charities – often funded by public money – do a great job in caring for these places. But deep and long-lasting budget cuts mean many are struggling to cope. At the same time, the need for more houses and better infrastructure is putting pressure on the places people live.

'We do not want to end up looking after our beautiful oases amid a landscape scarred by poor development or sold off for lack of funding. People tell us how much they value their local park or local landmark but they fear for their future. The National Trust was in fact founded to help look after such much-loved places'

Simon Murray,
Senior Director for
Strategy, Curatorship
and External Affairs



Here is what we will do:

- **We will help** find innovative new ways to manage local parks and heritage. If the old way is broken, we will play a part in finding the new way.
- **We will explore** and give support to local authorities, charities and communities in how to manage local heritage and green space, drawing on our own experience of the day-to-day maintenance of green spaces and heritage
- **We will promote** the importance of local heritage and green space, taking a leading role in Heritage Open Days celebrating why these places matter and how people can help look after them.

'Thanks to funding from The National Lottery and Nesta we are leading a project to explore whether it's possible to create an endowment which will generate enough revenue to look after an entire city's public parks network, for ever. This would help protect parks from current and any further cuts in local authority funding. We're working with Sheffield City Council to test this thinking in a 'real world' situation.'

Harry Bowell,
Director of Midlands



Case study Heritage Open Days

Heritage Open Days is the largest festival of heritage in the UK. Last year, three million visitors enjoyed free access to nearly 5,000 local heritage events and venues. And 40,000 volunteers made it happen. Founded on the principles of free entry, wider access and local creation and curation, Heritage Open Days is now in its 21st year. In 2014 nearly half of visitors were coming to a heritage site for the first time.

The National Trust plays a leading role in Heritage Open Days and this year we will be looking to forge new partnerships that help us to deliver even more engaging and relevant experiences. It is about heritage for all but it is also about empowering local communities, councils, civic societies, local interest groups, homeowners and general volunteers, to come together to share their history and heritage.

Right Visitors at a Heritage Open Day event at Dyrham Park, South Gloucestershire.

Below Girl exploring inside the house at Felbrigg Hall, Gardens and Estate, Norfolk.



The facts

Heritage Open Days take place over four days every September

4,665
events in 2014

3 million
visitors

40,000
volunteers make it happen

The Heritage Open Days partnership is funded by Historic England and the People's Postcode Lottery

People

The facts

4.2 million
members

60,000
volunteers

10,000
staff



People tell us that over the last decade we've become much more welcoming. As a charity that looks after places for everyone to enjoy – that's very important. We want to build on that.

All of this is possible because of our staff and volunteers. We have over 10,000 dedicated and skilled staff, who are proud to work for us. In 2015, we were recognised as the 50th best not-for-profit employer in the UK. We are incredibly lucky that, alongside our staff, more than 60,000 volunteers give their time, energy and skills to helping our cause.

To all our staff and volunteers, and everyone that supports us – thank you.

'To me, when I come up here and I come up here every other day, it's a bit like some people would feel going into St Paul's Cathedral. It has a sort of definite good and strong presence.'

When you're up here and there's nobody else around and you're sat on the top of the hill looking at the land around you, you feel sort of very privileged to be here. And just playing some small part in looking after it that way is a good feeling.'

Jerry Broadway,
Volunteer, Hambledon Hill,
Dorset



For members and supporters

- **More welcoming.** We will continue to make ourselves more welcoming: more convenient and consistent opening hours, more flexible ways to pay for membership, and more and better information based on personal preferences.
- **More meaningful.** We will talk more clearly about the full range of what we do and how people can get more involved in our cause.

For volunteers

- **On your terms.** We will find new and more varied ways for people to volunteer to fit their schedules and timings.
- **Developing skills.** Volunteers join us with existing skills and a desire to learn more: we will do more to give them the opportunity to do so.

For staff

- **Better systems.** We are making sure we have up-to-date systems so staff and volunteers can spend more time focusing on visitors and conservation.
- **Better training.** Our expertise and professionalism should be first class to ensure we achieve world-class standards.
- **Dynamic culture.** Innovation and flexibility will be our watchwords to ensure we're always offering something new to our visitors.

Left National Trust Surf Ambassadors volunteering to help clear scrub at Sandy Mouth, Cornwall.

Below Child on a bike in the garden at Belton House, Lincolnshire.



Case study

Friendlier systems

We are running a three-year transformation programme that is turbo-charging our new strategy. New systems will help us understand our members better and tailor our communications to talk about what they like. New tills at properties will reduce annoying queues. Better finance processes will free up time previously spent on administration.

A new website will make it easier for people to find out about our places and our cause. This is a major overhaul of everything that gets in the way of people having a great experience with us. The combination will raise much needed income and reduce our costs, all helping ensure we meet our conservation aims.

'The biggest benefit will be the time the new tills will save us all. Time we will be able to use more wisely. Time we can use to engage with our visitors, find out more about them and how we can help them enjoy their day; you know – all that fun stuff...'

Jez McDermott,
General Manager,
Buckland Abbey, Devon



Above Children playing Frisbee in the garden at Buckland Abbey, Devon.

Making it happen

Our strategy is ambitious. It has everything you would expect from a National Trust strategy – excellence in conservation and a continued focus on making visits to our places welcoming and inspiring.

But it goes beyond that and calls on the National Trust to play its part in new ways: achieving a step change in how we look after our own countryside, and reaching out to partners and communities beyond our boundaries to meet the challenges we face at this moment in our history. This is a long-term commitment, for the benefit of generations to come: we describe it as a ten-year strategy, but we know that many of our changes will take thirty years or more.

It is also a demanding strategy. Just meeting our annual conservation needs requires us to maintain a healthy annual operating profit of 10 per cent. We can only do more if we are able to pay for it, and to do that we rely on the generosity of our supporters. Extending and deepening those relationships over the next ten years will allow us to become financially sustainable, and to fund some of the big ambitions set out in this strategy. We will need to become much better at understanding and responding to our members' needs to do that.

Finally, this is a strategy based on people. We need to support our staff and volunteers with systems and processes that allow them to spend more time with visitors and looking after properties. We need to ensure our staff and volunteers have the right skills, and opportunities to learn new ones, to support our ambition to be world class at what we do. And we need to create a culture which is both more demanding and dynamic but also where everyone feels proud to work.

The National Trust has always responded to the challenges of the time. I believe our founders would be proud of our ambitions and the part we plan to play.

Helen Ghosh,
Director-General



Visitors and staff at reception at Low Wray campsite, Cumbria.

The National Trust

We are a charity founded in 1895 by three people who saw the importance of our nation's heritage and open spaces and wanted to protect them for everyone to enjoy.

The first place bought by the Trust was Alfriston Clergy House in 1896. It cost £10.

The National Trust looks after:

Over **257,082** hectares (635,265 acres) of land

775 miles of coastline

Over **500** historic houses, gardens and parks, ancient monuments and **76** nature reserves

149 museums and **83,000** collections

400 factories and mines (including two gold mines).

61 pubs and inns

4.2 million members

20 million paid-for-entry visits a year

An estimated **200 million** visits to our outdoor places

60,000 volunteers

10,000 staff

1,800 agricultural tenancies

Visiting family walking along the clifftop at The White Cliffs of Dover, Kent, on a sunny day in August.

If you'd like this information in an alternative format, please call us on 0344 800 1895. Or you can email enquiries@nationaltrust.org.uk

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President: HRH The Prince of Wales. Chairman: Tim Parker.

Deputy Chairman: Orna NiChionna. Director-General: Dame Helen Ghosh DCB

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Front cover Aerial view of Old Harry Rocks in Purbeck, Dorset.

Back cover Visitors in the garden below the house at Cragside, Northumberland.

‘My role is all about taking a postcard from the past, bringing it to the present and sending into the future with a conservation stamp on it.’

Andrew Sawyer, Curator, Cragside, Northumberland

