




National
Trust



For everyone, for ever

Our strategy 2020–2025





‘We all want quiet, we all want
beauty ... we all need space.
Unless we have it, we cannot
reach that sense of quiet in
which whispers of better things
come to us gently.’

Octavia Hill, 1883
Co-founder of the National Trust

Slieve Donard, Mourne
Mountains, County Down,
Northern Ireland

For everyone, for ever

2020 marks the National Trust's 125th anniversary and the halfway point of our 10-year strategy. Generation after generation of staff, volunteers, members and supporters have got us to where we are now – welcoming millions of people to our places each year, protecting nature and caring for the nation's treasures, making them accessible to everyone. I am so proud to lead this charity.

Our job is, and always will be, to protect and care for places so people and nature can **thrive**. Many millions of us share the belief that **nature, beauty and history are for everyone**. And **the need for places that connect people to these, and raise their spirits, has never been greater**.

The Trust has always risen to the challenges of its day. Now we face our greatest challenge. Evidence shows that nature is slipping from us at a terrifying rate. The threat of the climate crisis to all we hold dear cannot be overstated. **So our next chapter must have the restoration of nature at its heart**.

At the start of 2020 I made a number of pledges to you and to the world outside: **in the next 10 years we will plant and establish 20 million new trees and achieve carbon net zero from our operations. We will create up to 20 new green corridors near towns and cities**.

We will welcome our 6-millionth member, and invest more than ever before in caring for the collections, houses and places in our care.

These are the tasks before us and this is the legacy we as a generation of National Trust people will leave. This document lays out how we will achieve it. **Together, we will ensure nature, beauty and history are here for everyone, for ever.**

Hilary McGrady
Director-General

January 2020





Taking a stroll through
Wentworth Castle
Gardens, South Yorkshire

Looking after

We will care for places and give them a sustainable future.

Land and nature

We will improve the state of nature in the UK.

Experiences

We will make sure our places keep evolving, attracting people and inspiring them.

Urban places

We will address unequal access to nature, beauty and history.

Growing support

We will give people more opportunities to get involved and support our work.

People and resources

We will be an inclusive, welcoming and sustainable organisation.

Looking after

We will care for places
and give them a
sustainable future.

Painting conservation in Petworth
House, West Sussex



We will increase opportunities for people to be involved with and benefit from the beautiful landscapes, buildings and objects in our care.

We'll apply our resources where they have the greatest impact, learning from others and taking care of the nation's most valued places.

This means we'll continue to invest in day-to-day conservation and compliance, achieving excellence where it's most needed, and ensuring every penny goes further.

We will look to the future, helping our places adapt and respond to environmental change and the climate crisis.

Success will mean our places are in good condition, with more people benefitting from them, and they play a full part in us achieving our net zero carbon target by 2030.

At Knole in Kent, Emma manages our pioneering Conservation Studio.

In the past, conservation work has been carried out behind closed doors, but we wanted to give people greater access to it, inspiring visitors to help protect heritage.

Emma leads a small team of experts who are restoring extraordinary objects in our collection under the gaze of anyone who wants to see how it's done. They are welcome to watch conservators at work, get closer to important objects and understand more about conservation in action.



Land and nature

We will improve the state of nature in the UK.



Puffin thriving on the Farne Islands, Northumberland

We will make the land that we look after better for nature wherever we can, by changing land use, by restoring degraded landscapes and by working closely with our farm tenants to deliver nature-friendly farming.

We will make **bigger** spaces for nature, creating new woodland, wetland, meadows and orchards.

We'll work with local communities and partners to create **more** space for nature beyond our own land, helping create a landscape that is **joined** along natural features, like rivers, to the adjoining towns and cities.

Success will mean we create and restore 25,000 hectares for nature on our own land, and the same area again beyond our land. This will include increasing woodland cover on our land to 17% of the total.

In the Peak District, National Trust Ranger Kait leads a team of volunteers out onto the moor every week to place dozens of tiny Sphagnum Moss plugs in the ground.

These tiny powerhouses trap carbon dioxide and are a building block of peat. They also help retain water, reducing flooding on the moors when there is heavy rainfall, which in turn protects wildlife and surrounding areas.

Thanks to the efforts of Kait and all our supporters in the Peak District over the last twenty years, 13 million tonnes of carbon are stored in the soil – equivalent to a year's worth of emissions from Sheffield.



Enjoying the spectacular
display of sunflowers
at Rhosili on the Gower
Coast, Wales

Experiences

**We will make sure our places
keep evolving, attracting
people and inspiring them.**



Every place in our care should bring wonder, beauty, understanding, or a sense of connection. We will strive to give access to these places to more people – wherever they live and whatever their background.

To do this we'll celebrate the glorious diversity of our stories, culture and natural environment. And we'll expect our places to adapt and evolve to serve society in changing times.

We'll serve the tens of millions of people who visit us each year, raising standards through a focus on quality, welcoming everyone and ensuring their experience can be truly fulfilling.

Success will mean not just increasing the number of people who visit our places but growing the diversity of people who visit and work with us, and developing the quality of the experiences they have.

Layla Khoo is a local artist who worked on a Trust New Art installation at Nunnington Hall when the walls were left bare by the removal of historic hunting trophies. She used this moment to spark visitors to think about the changing social acceptability of big game hunting.

She created 5,000 porcelain black rhinoceros horns, each representing one of the remaining living black rhinos. Visitors were invited to take one home and reflect on the conservation challenge ... that each one taken would leave fewer for others to see.



Urban places

We will address unequal access to nature, beauty and history.

"Our lives are overcrowded, over-excited, over-strained.

We all want quiet.
We all want beauty.

We all need space."

Unless we have it we cannot reach that sense of quiet in which whispers of better things come to us gently."

*Words of Octavia Hill
Co-founder of the National Trust
125 years ago*

The founding words of Octavia Hill in Camden, London



We will work with others to increase access to parks and green spaces in, around and near urban areas, so eventually everyone can easily reach places of quiet with wide open skies.

We'll share our skills and develop new ways to protect cherished local heritage sites, working with the communities that care about them.

We will work in new places in towns and cities, growing our partnerships.

Success will mean greater recognition of cultural and natural heritage sites that matter to local people and the delivery of 20 new green corridors: large areas of nature-rich land, connected to urban areas by safe and beautiful routes.

Victoria leads the Trust's Future Parks programme. In partnership with the National Lottery Heritage Fund and local councils around the country, our programme looks for new ways to protect public parks.

Eight local areas around the country, with a combined population of five million people, are exploring new ways to make their parks sustainable long into the future.

Victoria and her team ensure people benefit from access to green spaces on their doorstep, including some 20,000 hectares of parks, woodlands, allotments, playing fields and nature reserves.





Growing support

We will give people more opportunities to get involved and support our work.

Beach clean in full swing at Blakeney National Nature Reserve, Norfolk

Our charity has always depended on the contributions of many people, from the first subscribing members to our 65,000 volunteers and donors of land, funds and buildings.

We will offer more and new ways for people to get involved in our work, including more hands-on opportunities for supporters.

We will grow awareness of our charitable purpose and our work, ensuring it feels relevant to many more people, especially in cities.

We'll keep on supporting and valuing our 6 million loyal members, who are so critical to our work.

Success will mean growing the number of people who support our cause, acting together for nature and heritage.

For almost twenty years, Pat and Leslie McCullough have managed the Castle Ward second-hand bookshop in Northern Ireland, one of more than 180 in our care. Thanks to their efforts, the bookshop is thriving, with an annual book fair and a turnover of more than £250,000.

All the profits made by our bookshops are reinvested back into property budgets, helping support vital conservation projects. Sales at these shops tripled between 2018 and 2020, and it's volunteers like Pat and Leslie who have helped raise millions of pounds over the years.



Serving in the café
at Lyme, Cheshire



People and resources

We will be an inclusive, welcoming and sustainable organisation.

We will reflect our values by welcoming everyone and valuing the diversity of our people and supporters.

We will increase the skills and capabilities of our staff and volunteers, ensuring they feel confident in their work.

We'll make our places better for people who need support to access them, working through partnerships and testing new approaches.

We will be efficient in order to meet the financial demands of the organisation, for both the short and long term.

Success will mean that we have a more diverse workforce, inclusive leadership and finances that are fit for the future.

Maureen has been a volunteer with us at Wimpole Farm for several years and now leads the Farming Memories project.

A collaboration with Care Network Cambridgeshire, the group runs monthly sessions for people with dementia, and their carers. It uses the sensory experience of being on a farm to tap into older memories of people living with dementia. Maureen saw the benefits first hand when her late mother used to accompany her to Wimpole and now shares her experiences to help other families living with dementia.





Nature,
beauty,
history.

Early morning on
the jetty at Fell Foot,
Cumbria


For everyone,
for ever.



Our values, our future

Carefully curated by people from across our organisation, our values have been created to guide us in everything we do.

- Love people and places
- Welcome everyone
- Think now and for ever
- Make it happen

A silhouette of Lindisfarne Castle is set against a vibrant sunset sky filled with orange and yellow clouds. In the foreground, a person is sitting on a bench, looking out towards the sea.

Sunset at
Lindisfarne Castle,
Northumberland

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in an alternative format, please
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