



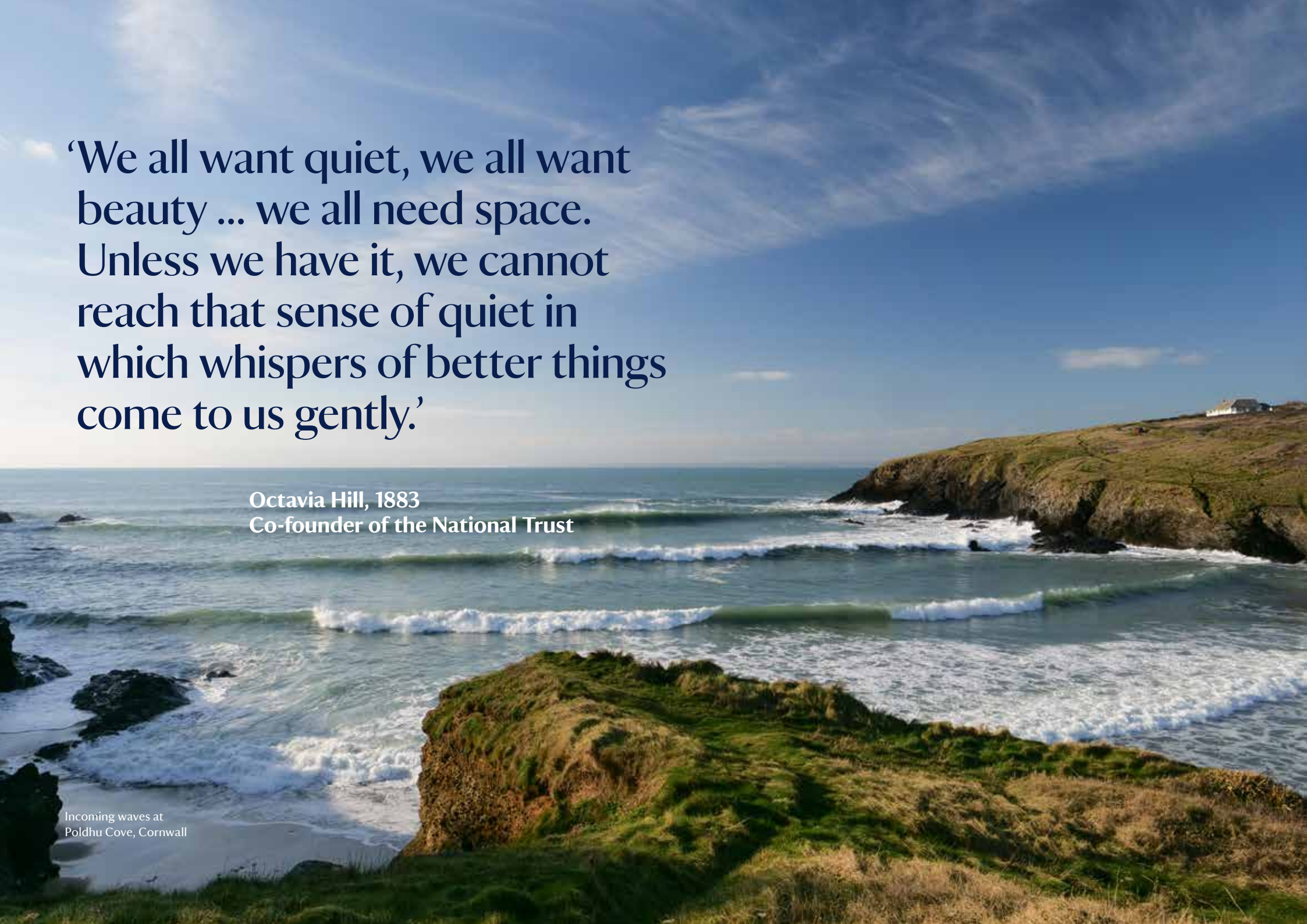
National
Trust



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

Incoming waves at
Poldhu Cove, Cornwall

For everyone, for ever

Lots has changed since January 2020, when we first shared this strategy. We’ve been through lockdowns and isolation, learned what an R rate is, and embraced a whole ecosystem of online meeting apps.

As an organisation, we’ve also had to make tough choices, and the fact that we are still here today is thanks to the incredible hard work of our teams to keep the show on the road.

But despite all the change and upheaval, what hasn’t changed is what we’re here for: **nature, beauty and history, for everyone, for ever.**

If anything, the need for these things has grown even stronger. The loyalty of our supporters through the hardest of times is testament to the importance of the work we do and the places we look after. Covid exposed in a very basic sense the public benefit that we provide: places that allow us to escape and reflect. We saw an increased interest in history, and we were reminded of how unequal access to nature is.

The six ambitions of our strategy are therefore unchanged. We’re now able to refocus, with renewed emphasis on two priorities spanning all we do: **making everyone welcome**, and **taking action on climate change**.

Access to nature, beauty and history enriches our lives. That’s why we must work to remove the barriers that stop everyone experiencing and enjoying them. To ensure that future generations are also able to enjoy these benefits, we must also play our part in tackling climate change, which threatens the future of the places in our care.

Our commitments to date will drive this work. We will continue to deliver on our pledge to be carbon net zero in our operations by 2030, including our aim to establish 20 million trees. We will continue to improve accessibility and strive to reflect the diversity of the local communities we serve. And we’ll continue to invest in conservation, celebrating and exploring the amazing history and collections of the houses, gardens, and landscapes in our care.

The National Trust is symbolic of the extraordinary pride we have collectively in our heritage and our landscapes, and the joy they give us. It is a privilege to lead this fabulous organisation – never more so than after this most challenging of times. I hope you feel just as proud, because you have helped the Trust to come through the greatest crisis in our 125-year history.

Together, we will protect nature, beauty and history, for everyone, for ever.

Thank you.

Hilary McGrady,
Director-General

February 2022



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.

Curation and 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.

As custodians of the nation's most valued places, we'll continue to invest in day-to-day conservation and compliance, applying our resources where they have the greatest impact, and ensuring every penny goes further. We will look to the future, helping the places in our care adapt and respond to environmental change and the climate crisis.

Success will mean that the places we look after are in good condition, with more people involved in their care benefitting from them. They will be resilient to environmental change, and play a full part in us achieving our carbon net zero 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.

Eurasian beaver swimming in a pond in a large woodland enclosure, soon after release

We will make the land that we look after better for nature wherever we can, and improve access, helping people connect with nature.

On our own land and by working closely with our tenant farmers, we will make bigger spaces for nature, creating new woodland, wetland, meadows and orchards, and restoring habitats to help in the fight against climate change and the decline of nature. 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 establishing 20 million trees by 2030.

For everyone, for ever – our strategy | Land and nature

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.



Curation and experiences

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

Visitors exploring the picture gallery at Attingham Park, Shropshire

Every place and outdoor space we care for should bring wonder, beauty, understanding, or a sense of connection.

The places in our care have incredible potential to bring people together, and we will strive to make these places more accessible to more people – wherever they live and whatever their background. To do this our places will continue to evolve, celebrating the glorious diversity of our stories, cultural heritage and natural environment. We'll serve the tens of millions of people who visit the places in our care, raising standards through a focus on quality and accessibility.

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.

For everyone, for ever – our strategy | Curation and experiences

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 for conservation work.

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.

The Castlefield viaduct, Manchester

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 quiet places 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.



A group of four children are participating in a beach clean. One girl in a grey hoodie is holding a long stick high in the air. Another girl in a green jacket is holding a black plastic bag filled with collected debris. They are standing on a pebbly beach with a grassy dune in the background.

Growing support

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

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

We will create new ways for people to support our work, and more opportunities for supporters to engage with us – online and in person. We will grow awareness of our charitable purpose and our work, ensuring it feels relevant and accessible to many more people. We'll keep supporting and valuing our loyal members, volunteers and donors, who are so critical to our work.

Success will mean growing the number of people who engage with us through visiting, joining, donating, taking action and championing our cause, acting together for nature and heritage.

For almost twenty years, Pat and Leslie McCullough 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.**

For everyone, for ever – our strategy | People and resources

At The Vyne in Hampshire,
volunteering comes in many forms.

Thrive is a charity that uses gardening to
bring about positive changes for people
with disabilities, ill health, or who are
isolated, disadvantaged or vulnerable.
Through Thrive, volunteers been coming
to The Vyne for 20 years to help care
for woodland and gardens. Carers from
Basingstoke and Deane Young Carers
and from Hampshire's Carer Support
and Dementia Advice Service also visit
regularly and are actively involved in
creating seasonal trails.

It is all part of our ongoing work to
improve access for local groups who may
not otherwise visit, and create inclusive
opportunities to get involved.

Walking towards the
pump house at Wheal
Coates, Cornwall

Nature, beauty, history.

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



Clockwise from top left: A tour of the rock formations at Kinver Edge, a warm welcome at Coletton Fishacre, harvesting rhubarb from the garden at Heelis, a guided tour of the chapel of St Cuthbert's on the Farne Islands, a rescued baby bat in the Lake District.



"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

© National Trust 2022. Registered charity no. 205846.

Photography: © National Trust Images/Alan Neville/Anne-Katrin
Purkiss/Anthony Chappel Ross/Arnhel de Serra/Chee Wai Lee/
Chris Lacey/David Bocking/David Sellman/Eric McDonald/
Hilary Daniel/James Dobson/Joe Cornish/Joshua Day/John Millar/
Kevin63Photography/Oskar Proctor/Nick Upton/Paul Harris/PinPep/
Rob Stothard/Trevor Ray Hart

Printed using vegetable-based inks, power from renewable resources
and waterless printing technology. Print production systems registered
to ISO 14001:2004, ISO 9001:2000 and EMAS standards.

Please recycle after use.

If you'd like this information in an
alternative format, please email
intcomms@nationaltrust.org.uk