Annual General Meeting
Saturday 7 November 2015
in Swindon

Here are your papers and voting forms

Please use this opportunity to vote by Friday
30 October 2015
Dear members,

I look forward to seeing you at this year’s Annual General Meeting in Swindon, my first as your Chairman. During my first 12 months it has been a pleasure meeting members and visitors, and getting to know our volunteers and staff across many of the places we look after. I will share some of these experiences and my first impressions with you at the AGM.

Thank you to everyone who responded to our consultation earlier this year about proposed changes to the way the National Trust is run. We have considered this feedback carefully. In this booklet you will see that our Board of Trustees is presenting a resolution about one of these proposals, a reduction in the size of our Council. Please do have your say by casting your vote. At the AGM there will be an opportunity to discuss the other improvements to the way we are run that are under consideration.

Many of you have asked us to provide financial highlights to help you understand better how the National Trust is performing. I am pleased to include a financial summary in these papers which I hope you find useful – see pages 4–5. The full Annual Report and Financial Statements for 2014/15 are available online at www.nationaltrust.org.uk/annualreport and copies are available in advance from The Secretary or at the AGM.

I encourage you to take this opportunity to get involved with how we are run by using your vote. Have your say on the resolutions presented in this booklet and on the candidates who have put themselves forward for election to our Council. Please go online to cast your vote – these days it’s easier to vote in this way.

If, however, you prefer to vote by post, you will find your voting papers in this booklet – see page 20 for all you need to know.

Thank you for supporting the National Trust. 2014/15 was a year of great achievement and one in which we defined our ambitions and plans for the coming years. I look forward to telling you more about these at the AGM and to hearing your views.

Tim Parker Chairman
The AGM will be held at 11.00am on Saturday 7 November 2015 at STEAM, the Museum of the Great Western Railway, Swindon

**Agenda**
- Welcome and introduction from the Chairman
- Approval of the minutes of the Annual General Meeting held on Saturday 8 November 2014*
- Adoption of the Annual Report and Financial Statements for 2014/15*
- Approval of the reappointment of PricewaterhouseCoopers LLP as auditors until the end of the next Annual General Meeting**
- Result of the ballot for the election of Council members
- Members’ resolution about emboldening election candidate names in the voting forms
- Board of Trustees’ resolution to reduce the size of the Council and make related changes to procedures
- Members’ discussion on proposed improvements to the way in which the Council works

* Paul Boniface  The Secretary

** The auditors’ report is published in the Annual Report and Financial Statements.

* The minutes and Annual Report and Financial Statements will be available at the meeting. Copies are also available in advance. See right for contact details.

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**Pre-registration**
It helps us to know in advance if you are planning to join us. You can register to attend the AGM in two ways:
- By telling us when you vote online or on the voting form.
- By emailing us – see below for contact details.

**The day**
Doors open at 10.00am for registration, refreshments and our displays. The event will start at 11.00am and we hope to finish by 4.30pm.

**Bring your card**
Please remember to bring your membership card with you.

**Filming**
By attending the meeting, members consent to being filmed and/or photographed for National Trust purposes.

**Access for all**
The venue is equipped to welcome members with special access requirements. An induction loop will be available in the main auditorium. Assistance dogs are welcome inside the venue. Pets are not permitted. If you require a sign language interpreter or have any other requirements, please contact us.

**See and hear it all online**
If you can’t join us in person, why not join us online? The event will be broadcast live on the internet at www.nationaltrust.org.uk/agm

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**Contact us**
To get in touch about the AGM, or to request more information about attending the event, please contact: The Secretary, National Trust, Heelis, Kemble Drive, Swindon SN2 2NA

agm@nationaltrust.org.uk
01793 817663

For the Annual Report and Financial Statements
www.nationaltrust.org.uk/annualreport
For our constitution and Parliamentary Scheme
www.nationaltrust.org.uk/about-us-our-constitution
For all other event information and the webcast
www.nationaltrust.org.uk/agm
Our finances
Where our money comes from and how we spent it

## Income

<table>
<thead>
<tr>
<th></th>
<th>2014/15 £m</th>
<th>2013/14 £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership</td>
<td>£161.0m</td>
<td>£150.3m</td>
</tr>
<tr>
<td>Enterprise and renewables</td>
<td>£65.3m</td>
<td>£60.9m</td>
</tr>
<tr>
<td>Catering</td>
<td>£58.5m</td>
<td>£51.4m</td>
</tr>
<tr>
<td>Legacies</td>
<td>£50.5m</td>
<td>£45.9m</td>
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<td>Rents</td>
<td>£42.7m</td>
<td>£40.4m</td>
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<tr>
<td>Investment</td>
<td>£27.1m</td>
<td>£26.9m</td>
</tr>
<tr>
<td>Admission fees</td>
<td>£24.5m</td>
<td>£22.5m</td>
</tr>
<tr>
<td>Grants and contributions</td>
<td>£22.6m</td>
<td>£22.4m</td>
</tr>
<tr>
<td>Appeals and gifts</td>
<td>£12.2m</td>
<td>£10.2m</td>
</tr>
<tr>
<td>Other property income</td>
<td>£99m</td>
<td>£9.5m</td>
</tr>
<tr>
<td>Holiday cottages</td>
<td>£9.5m</td>
<td>£9.2m</td>
</tr>
<tr>
<td>Historic House Hotels</td>
<td>£8.2m</td>
<td>£8.1m</td>
</tr>
<tr>
<td>Other incoming resources</td>
<td>£2.1m</td>
<td>£2.7m</td>
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<tr>
<td><strong>Total incoming resources</strong></td>
<td><strong>£494.1m</strong></td>
<td><strong>£460.2m</strong></td>
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</table>

The following two pages provide a summary of the National Trust’s income and expenditure in the 2014/15 financial year.

2014/15 was another excellent year for the Trust. More people visited our properties, more people joined the Trust and we met stretching financial targets. We ended the year ahead of budget and exceeded last year’s performance. We were also able to invest £71.9 million in property projects and made some significant acquisitions.

We would like to thank our members, supporters, donors, staff and volunteers who helped make 2014/15 such a success.

A full commentary on the financial results for 2014/15 is given in the Annual Report. This is available online at [www.nationaltrust.org.uk/annualreport](http://www.nationaltrust.org.uk/annualreport)

Alternative formats are available on request from annualreport@nationaltrust.org.uk or telephone 01793 817400
## Expenditure

<table>
<thead>
<tr>
<th></th>
<th>2014/15 £m</th>
<th>2013/14 £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property operating costs</td>
<td>£258.7</td>
<td>£242.5</td>
</tr>
<tr>
<td>Expenditure on property projects</td>
<td>£71.9</td>
<td>£62.6</td>
</tr>
<tr>
<td>Membership, publicity, recruitment and education</td>
<td>£68.3</td>
<td>£67.6</td>
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<tr>
<td>Enterprise costs</td>
<td>£47.2</td>
<td>£44.7</td>
</tr>
<tr>
<td>Conservation and advisory services</td>
<td>£29.9</td>
<td>£28.2</td>
</tr>
<tr>
<td>Historic House Hotels operating costs</td>
<td>£8.0</td>
<td>£7.9</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>£7.5</td>
<td>£5.8</td>
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<tr>
<td>Investment management fees</td>
<td>£4.0</td>
<td>£3.7</td>
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<tr>
<td>Appeals and gifts</td>
<td>£2.1</td>
<td>£2.2</td>
</tr>
<tr>
<td>Governance costs</td>
<td>£1.7</td>
<td>£2.1</td>
</tr>
<tr>
<td>Legacies</td>
<td>£0.6</td>
<td>£0.5</td>
</tr>
<tr>
<td><strong>Total resources expended</strong></td>
<td><strong>£499.9</strong></td>
<td><strong>£467.8</strong></td>
</tr>
</tbody>
</table>

## Overall movement in funds

<table>
<thead>
<tr>
<th></th>
<th>2014/15 £m</th>
<th>2013/14 £m</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net outgoing resources</strong></td>
<td><strong>(£5.8)</strong></td>
<td><strong>(£7.6)</strong></td>
</tr>
<tr>
<td>Net gains on investment assets</td>
<td><strong>£81.8</strong></td>
<td><strong>£60.1</strong></td>
</tr>
<tr>
<td><strong>Actuarial loss on defined benefit pension</strong></td>
<td><strong>(£12.8)</strong></td>
<td><strong>(£35.1)</strong></td>
</tr>
<tr>
<td><strong>Overall movement in funds</strong></td>
<td><strong>£63.2</strong></td>
<td><strong>£17.4</strong></td>
</tr>
</tbody>
</table>

Our financial statements show a 'net outgoing resources' position of £5.8 million (2014: net outgoing resources of £7.6 million). Both of these figures are reported before the benefit of applying the Trust's total return investment policy.**

* Adjusting for the Trust’s total return investment policy the Trust actually made a surplus, before investment gains and pensions, of £18.8 million (2014: £15.8 million). This allowed us to distribute an additional £24.6 million (2014: £23.5 million) to properties.

** Our investment portfolio benefited from a strong equity market in 2014 – in the UK and, especially, overseas – resulting in investment gains of £81.8 million. We have a long-standing arrangement with the Charity Commission (further details of which are given in Note 20 to the financial statements) permitting us to make available part of the capital growth, along with the income arising on our investments, to properties. This important facility helped us to maintain a high level of conservation project work.
Members’ resolution about emboldening election candidate names in the voting forms

Five of our members, Ann Packman, David Packman, Sheila Taylor, Maurice Taylor and Keith Siggers, have proposed the following resolution, which was signed by the required 50 members.
The Board of Trustees’ response is shown alongside.

The resolution
We urge the National Trust to agree that the practice of highlighting on the ballot papers the names of those candidates for election to the Council recommended by the Nominations Committee should cease.

Supporting statement
For a number of years, and in response to members’ inputs, the Trust discontinued the practice of highlighting certain names on the ballot papers but unfortunately it was peremptorily reintroduced in 2014.

The Notice of the Members’ Annual General Meeting includes profiles of candidates for election to the Trust’s Council. It also contains the recommendations of the Nominations Committee as to which candidates should be preferred. It is accepted that such recommendations are made in good faith and in accordance with The Charities (National Trust) Order 2005 (post change 2010). However, it is considered that the practice of highlighting the names of the recommended candidates on the ballot form itself contravenes natural justice which requires that:

- All candidates should be treated in an equal way that is free and fair.
- The way in which the ballot paper is presented should not bestow unfair advantage or disadvantage to any one or more candidates.
- The current form of presentation tends to discourage members from making their own decisions as to which candidates they should vote for.

The signatories to this resolution are drawn from a number of National Trust Associations.

Board of Trustees’ response
We welcome this resolution which raises an issue about which we have heard different but strongly held views over a number of years. Both we and the Council are keen to hear your views which will help us determine the right approach for the future.

First some background. In most years there are a number of vacancies on our Council. National Trust members are eligible to stand for election to fill these vacancies via a members’ ballot. Members may cast their votes for any of the candidates. Under our constitution, each year the Trust’s Council is required to establish a Nominations Committee from amongst its members to consider which candidates standing for election best fit the selection criteria for that year and to recommend those candidates to the members. The Nominations Committee, which also includes someone independent of the Board and the Council, undertakes a thorough process before presenting its recommendations. This requirement is described in our Parliamentary Scheme. The issue raised by this resolution is about how the names of the recommended candidates should be presented in the ballot papers.

There are different ways of presenting the names of the recommended candidates. Some members, including the proposers of the resolution, accept that the candidate information provided to members should include a recommendation, but believe that emboldening names on the ballot form unfairly disadvantages candidates not recommended by the Nominations Committee and discourages members from making their own decisions.

Others believe that the names of the recommended candidates should be emboldened on the ballot form as well as listed separately. We have considered this issue carefully and believe emboldening is the most effective way of making the Nominations Committee’s recommendations clear to the voter while still providing voters with the option of voting for any of the candidates.

The Council recently debated this issue and, although views both for and against emboldening were expressed, the majority of the Council also supported the practice of emboldening the names of recommended candidates.

We welcome members’ views on this resolution. The outcome will be considered by the Board and the Council and used to help determine our approach in future years.

See page 20 for information about how you can vote on this resolution.
Board of Trustees’ resolution to reduce the size of the Council and make related changes to procedures

A message from the Board of Trustees

This resolution asks members of the National Trust to approve a reduction in the size of the Council from 52 to 36 members and related changes to procedures. Our supporting statement provides more information on the background to the resolution and explains how it will be implemented. We set out the resolution at the end of this section and ask you to vote in favour of it.

The Board’s statement

How the Trust is managed

At the centre of our governance is the Board of Trustees. The Board develops strategies and plans for the Trust in line with the Trust’s charitable purpose. These are then implemented by the Trust’s staff. The Board monitors the Trust’s performance and undertakes the other roles required of charity trustees. We generally have 12 Trustees.

A separate body called the Council appoints the Board and holds it to account, ensuring the Trust stays true to its charitable purpose. The Council has 52 members – half (26) are elected by National Trust members and half (26) are appointed by Appointing Bodies that are selected by National Trust members. If the Chairman is not a member of the Council before they are appointed then the membership of the Council increases to 53. You can read more about the separate but complementary roles of the Board and the Council by going to www.nationaltrust.org.uk/how-we-are-run

Background to the resolution

In 2014 the Trustees decided to review certain aspects of how the National Trust is run. The review resulted in a number of recommendations which we believe will improve significantly our governance while retaining the basic model introduced ten years ago. We provide more information about the review process and the resulting recommendations on pages 11–12. One of the review’s recommendations is a phased reduction in the size of the Council from 52 to 36 members.

Size of the Council

At present the Council has 52 members. A 2014 survey of Council members showed that the majority of them felt the Council was too big to be effective. Constructive debate and the ability to develop arguments were sometimes hampered by the large number of people at meetings. This feedback was taken on board and the size of the Council was given careful consideration as part of the review.

The practices of other large charities and other organisations were researched, and the Trust’s own experience of decision-making groups was considered. The conclusion of the review was that the Council would be more effective if its size were reduced from 52 to 36 members.

As part of the review National Trust members were consulted and asked to provide their feedback on the proposed changes, including the proposal to reduce the Council from 52 to 36 members. The majority of National Trust members who provided their feedback during the members’ consultation agreed with the proposal. The majority of Council members also supported the proposal.

The Trustees support strongly a reduction in the size of the Council from 52 to 36 members. The change in the Council’s size will help make the body more effective while ensuring it is still large enough to reflect a diversity of views and opinions. While we considered different options, we believe that the current structure of the Council’s membership remains the right one – that is, an equal balance of half elected members and half appointed members.

With 36 members there would be 18 in each category.

We considered how to transition from 52 to 36 and felt that it would be best to adopt a phased approach that achieves the reduction over three years. For elected Council members our proposal is to reduce the number of Council member vacancies in 2016, 2017 and 2018. This will reduce the number of elected Council members to 18 by 2018. For appointed Council members we are proposing that the Appointing Bodies whose Council members complete their second or third term during 2015/16 or their third term during 2016/17 will not be entitled to reappoint their current Council member or to appoint a new Council member. This approach will ensure the number of appointed Council members is reduced to 18 by 2018.

It’s worth remembering that the next review of Appointing Bodies will take place in 2018 when National Trust members will decide which 18 Appointing Bodies should appoint members of the Council for the following 6 years.
The Board’s resolution

The Trust’s constitution (its Parliamentary Scheme) describes the procedures by which members of the National Trust elect Council members and choose the Appointing Bodies. The proposed reduction in the size of the Council amends those procedures and this needs to be approved by National Trust members. The proposal also requires the approval of the Board of Trustees, the Council and the Charity Commission. We ask National Trust members to approve the reduction in the size of the Council from 52 to 36 members and the related changes to the Parliamentary Scheme by voting in favour of the following resolution:

**The members resolve that:**

1. Clause 14 of the scheme is amended so that:
   a. in clause 14(1) “52 members” is deleted and replaced with “36 members”;
   b. in clause 14(1)(a) “26 persons” is deleted and replaced with “18 persons”; and
   c. in clause 14(1)(b) “26 persons” is deleted and replaced with “18 persons”.

2. Clause 18 of the scheme is amended so that in each of sub-clauses 18(4)(b), 18(9)(b) and 18(10) the references to numbers of candidate bodies is amended so that in each of those sub-clauses the number “26” is deleted and replaced with the number “18”.

3. A new part 5 containing transitional provisions, the text of which is set out below, is inserted into the Schedule to the scheme:

**Part 5 – 2015 transitional provisions**

1. **Introduction**

1.1 The Council consists of persons elected by members of the Charity and persons appointed by appointing bodies (as defined below) (and, in accordance with clause 22(3) of this scheme, the Chairman of the Charity if not a member of the Council at the time at which the appointment of that person is made).

1.2 There shall be a transitional period which shall be deemed to have commenced on the Base Date (as defined below), during which period the number of members of the Council shall reduce so that at the end of that transitional period the Council shall have 36 members, consisting of 18 persons elected by members of the Charity in accordance with clause 16 and 18 persons appointed in accordance with clause 17.

1.3 The provisions in this part 5 shall be subject always to the terms of clause 22(3) of this scheme.

1.4 Having consulted the Council, the Board of Trustees considers that it is expedient in the interests of the Charity to implement a phased reduction of the number of persons on the Council. These transitional provisions set out the process by which the number of members of the Council shall be reduced to 36.

1.5 In these transitional provisions the following terms shall have the following meanings:

   “appointing bodies” means the appointing bodies listed in part 3 or part 4 of the Schedule to this scheme (as changed by any review carried out in accordance with clause 18 of this scheme);

   “Base Date” means [expected to be 7 November 2015];

   “Phase 1” means the period commencing on the Base Date and ending on the Phase 1 implementation date (as defined below);

   “Phase 2” means the period commencing on the day after the Phase 1 implementation date and ending on the Phase 2 implementation date (as defined below); and

   “Phase 3” means the period commencing on the day after the Phase 2 implementation date and ending on the Phase 3 implementation date (as defined below).

2. **Position at Base Date**

As at the Base Date the Council had (subject to any unfilled vacancies) 52 members consisting of:

2.1 26 persons elected by members of the Charity in accordance with clause 16; and

2.2 26 persons appointed in accordance with clause 17.

3. **Phase 1**

3.1 During the calendar year 2016 the Council shall make arrangements for the holding of elections of elected members of the Council in accordance with clauses 16 and 27 of this scheme (the date on which the result of such elections is declared shall be the “Phase 1 implementation date”) so that, as at the Phase 1 implementation date, the Council shall have 22 persons elected by members of the Charity.

3.2 During Phase 1 and save as set out in paragraphs 3.3, 3.4 and 4.3, the appointing bodies which are entitled to appoint or re-appoint members of the Council, may do so.

3.3 Individuals who were members of the Council as at 1 June 2015 and who were appointed to the Council by the Open Spaces Society, the Royal Horticultural Society and VisitBritain (“Phase 1a departing members”) shall be deemed to have...
completed their second terms as members of the Council on the Phase 1 implementation date. In the case of each of these three appointing bodies:

3.3.1 the term of office of the Phase 1a departing member who has been appointed by them shall expire on the Phase 1 implementation date;

3.3.2 they shall not be entitled to exercise their right under clause 17 of this scheme to appoint a member of the Council on the expiration of the term of office of the Phase 1a departing member who has been appointed by them;

3.3.3 any appointment they make on or before the Phase 1 implementation date to fill a casual vacancy arising from the resignation, retirement or other removal of the Phase 1a departing member appointed by them shall only be for the period from the date of such appointment to the Phase 1 implementation date; and

3.4 Individuals who were members of the Council as at 1 June 2015 and who were appointed to the Council by the British Archaeology, the Country Land and Business Association and the Institute of Conservation ("Phase 1b departing members") shall be deemed to have completed their third terms as members of the Council on the Phase 1 implementation date. In the case of each of these three appointing bodies:

3.4.1 the term of office of the Phase 1b departing member who has been appointed by them shall expire on the Phase 1 implementation date;

3.4.2 they shall not be entitled to exercise their right under clause 17 of this scheme to appoint a member of the Council on the expiration of the term of office of the Phase 1b departing member who has been appointed by them;

3.4.3 any appointment they make on or before the Phase 1 implementation date to fill a casual vacancy arising from the resignation, retirement or other removal of the Phase 1b departing member appointed by them shall only be for the period from the date of such appointment to the Phase 1 implementation date; and

3.4.4 any purported appointment of an individual to the Council to replace the Phase 1b departing member appointed by them made otherwise than in accordance with paragraph 3.4.3 shall be void.

3.5 For the avoidance of doubt, any appointment made by the appointing bodies referred to in paragraphs 3.3 and 3.4 between 1 June 2015 and the day before the Base Date to fill a casual vacancy arising from the resignation, retirement or other removal of the Phase 1a departing member or Phase 1b departing member (as applicable) appointed by them shall only be for the period from the date of such appointment to the Phase 1 implementation date. An individual appointed pursuant to this paragraph 3.5 shall be considered to be a “Phase 1a departing member” or a “Phase 1b departing member” (as applicable) for the purposes of paragraphs 3.3 and 3.4 (as applicable).

3.6 References in paragraphs 3.3.3, 3.4.3 and 3.5 to the appointment of members of the Council by the appointing bodies referred to in paragraphs 3.3 and 3.4 are to an appointment made under clause 21(3) of this scheme, save that clause 21(4) of this scheme is varied so that any appointment made under paragraphs 3.3.3, 3.4.3 or 3.5 shall be for the period between the date of such appointment and the Phase 1 implementation date and no longer.

3.7 The provisions of paragraphs 3.2 to 3.6 inclusive shall mean that, as at the Phase 1 implementation date, the Council shall have (subject to any unfilled vacancies) 20 persons appointed by appointing bodies.

4. Phase 2

4.1 During the calendar year 2017 the Council shall make arrangements for the holding of elections of elected members of the Council in accordance with clauses 16 and 27 of this scheme (the date on which the result of such elections is declared shall be the “Phase 2 implementation date”) so that, as at the Phase 2 implementation date, the Council shall have 21 persons elected by members of the Charity.

4.2 During Phase 2 and save as set out in paragraphs 3.3, 3.4 and 4.3, the appointing bodies which are entitled to appoint or re-appoint members of the Council, may do so.

4.3 Individuals who were members of the Council as at 1 June 2015 and who were appointed to the Council by the Society for the Protection of Ancient Buildings and the Museums Association ("Phase 2 departing members") shall be deemed to have completed their third terms as members of the Council on the Phase 2 implementation date. In the case of each of these two appointing bodies:

4.3.1 the term of office of the Phase 2 departing member who has been appointed by them shall expire on the Phase 2 implementation date;

4.3.2 they shall not be entitled to exercise their right under clause 17 of this scheme to appoint a member of the Council on the expiration of the term of office of the Phase 2 departing member who has been appointed by them;
4.3.3 any appointment they make on or before the Phase 2 implementation date to fill a casual vacancy arising from the resignation, retirement or other removal of the Phase 2 departing member appointed by them shall only be for the period from the date of such appointment to the Phase 2 implementation date; and

4.3.4 any purported appointment of an individual to the Council to replace the Phase 2 departing member appointed by them made otherwise than in accordance with paragraph 4.3.3 shall be void.

4.4 For the avoidance of doubt, any appointment made by the appointing bodies referred to in paragraph 4.3 between 1 June 2015 and the Phase 1 implementation date to fill a casual vacancy arising from the resignation, retirement or other removal of the Phase 2 departing member appointed by them shall only be for the period from the date of such appointment to the Phase 2 implementation date. An individual appointed pursuant to this paragraph 4.4 shall be considered to be a "Phase 2 departing member" for the purposes of paragraph 4.3.

4.5 References in paragraphs 4.3.3 and 4.4 to the appointment of members of the Council by the appointing bodies referred to in paragraph 4.3 are to an appointment made under clause 21(3) of this scheme, save that clause 21(4) of this scheme is varied so that any appointment made under paragraphs 4.3.3 or 4.4 shall be for the period between the date of such appointment and the Phase 2 implementation date and no longer.

4.6 The provisions of paragraphs 4.2 to 4.5 inclusive shall mean that, as at the Phase 2 implementation date, the Council shall have (subject to any unfilled vacancies) 18 persons appointed by appointing bodies.

5. Phase 3 and review of appointing bodies 2018

5.1 During the calendar year 2018 the Council shall make arrangements for the holding of elections of elected members of the Council in accordance with clauses 16 and 27 of this scheme (the date on which the result of such elections is declared shall be the "Phase 3 implementation date") so that, as at the Phase 3 implementation date, the Council shall have 18 persons elected by members of the Charity.

5.2 During Phase 3 and save as set out in paragraphs 3.3, 3.4 and 4.3, the appointing bodies which are entitled to appoint or re-appoint members of the Council may do so, so that as at the Phase 3 implementation date, the Council shall have (subject to any unfilled vacancies) 18 persons appointed by appointing bodies.

5.3 The Council shall carry out a review of the appointing bodies in 2018 in accordance with clause 18 of this scheme (the "2018 review"). The Council shall in particular make arrangements for a ballot of the members of the Charity as to which bodies should be included in the list of appointing bodies, which list shall, in accordance with clause 14(l)(b) of this scheme, comprise 18 appointing bodies.

5.4 The ballot paper drawn up for the purposes of the ballot referred to in paragraph 5.3 shall include the appointing bodies as candidate bodies, in addition to any other bodies which the Council decides shall be included as candidate bodies on such ballot paper.

5.5 Following completion of the 2018 review:

5.5.1 the relevant appointing bodies which are chosen by the members of the Charity after the completion of the 2018 review may appoint members of the Council in accordance with the provisions of this scheme; and

5.5.2 in accordance with the existing practice of the Charity, each of the members of the Council appointed by appointing bodies which, following the 2018 review, are no longer appointing bodies shall be entitled to serve the remainder of their term of office.

6. Casual vacancies on the Council

For the avoidance of doubt, nothing in these transitional provisions shall prohibit the Council from appointing a person or persons to fill a casual vacancy on the Council in accordance with clause 21(l) of this scheme.

7. Transitional adjustments to clauses 6 and 23 of the scheme

During Phases 1, 2 and 3:

7.1 Clause 6(l)(a) of this scheme is varied so that the reference in it to "21 members of the Council" is:

7.1.1 during Phase 1: a reference to "30 members of the Council";

7.1.2 during Phase 2: a reference to "25 members of the Council"; and

7.1.3 during Phase 3: a reference to "23 members of the Council".

7.2 Clause 23(l) of this scheme is varied so that the reference in it to "21 members of the Council" is:

7.2.1 during Phase 1: a reference to "30 members of the Council";

7.2.2 during Phase 2: a reference to "25 members of the Council"; and

7.2.3 during Phase 3: a reference to "23 members of the Council".

7.3 Clause 23(2) of this scheme is varied so that the reference in it to "14 members of the Council" is:

7.3.1 during Phase 1: a reference to "20 members of the Council";

7.3.2 during Phase 2: a reference to "16 members of the Council"; and

7.3.3 during Phase 3: a reference to "15 members of the Council".

See page 20 for information about how you can vote on this resolution.
A message from the Board of Trustees

During 2014 and 2015 we conducted a review of certain aspects of how the National Trust is run. The review resulted in a number of proposals for improving our governance arrangements. One of these was to reduce the size of the Council but there were a number of others. We believe strongly that these proposals will improve the Council’s ways of working. While none of these proposed changes require the approval of National Trust members, we would like to use the AGM as an opportunity to listen to any further views that our members have before we take decisions. We look forward to hearing any thoughts you may have at the AGM on 7 November.

Background to the review

In 2014 the Trustees decided to review aspects of how the National Trust is run. The review was timed to coincide with the tenth anniversary of the introduction of our current governance arrangements. We, the Board Trustees, and most members of the Council, felt that the basic model introduced ten years ago was generally working well. We wanted to see whether there were any improvements that would make it work even better.

The review was undertaken by a Working Party made up of members of the Board of Trustees and the Council. It developed recommendations which were presented to the Board and the Council and then National Trust members as part of a consultation process. We would like to thank all National Trust members who provided their feedback on the recommendations. The consultation documents and a summary of members’ feedback are available on the National Trust website at www.nationaltrust.org.uk/governance-review

The Board, the majority of Council members and the majority of National Trust members who participated in the consultation supported the recommendations. The Working Party considered all feedback carefully before presenting final recommendations to the Board and the Council. As noted above, one of those recommendations is to reduce the size of the Council from 52 to 36 members – as explained on pages 7–10. The other key recommendations are outlined below and are available on the National Trust website at www.nationaltrust.org.uk/governance-review

Final recommendations of the review

The changes proposed by the review are aimed largely at improving the way in which the Council works.

Role of the Council: as noted earlier, the Council is responsible for appointing the Board and holding it to account, ensuring it fulfils its charitable purpose. Over the last ten years the Council has generally fulfilled these roles successfully. We believe, however, that how the Council fulfils its role of holding the Board to account could be clarified further. We propose that the following additions are made to the list of tasks fulfilled by the Council:

- To review annually the Trust’s strategy in order to satisfy itself that it is consistent with the Trust’s core purpose.
- To satisfy itself that the major risks to the long-term reputation of the Trust are being addressed by the Board.

These additions are consistent with the Council’s central role and are intended to provide greater clarity about how to perform that role.

Council member tenure: current practice is that Council members normally serve three terms of three years. The Board and the majority of Council members felt that a total of 9 years is too long – it is important that the Council’s membership is refreshed regularly to ensure new ideas and perspectives are heard. We propose that a norm of two terms of three years would meet this aim. It would also reflect our rules on Trustee tenure and practice in various other charities.

Balance of Council-member and non-Council-member Trustees: our constitution requires that the majority of Trustees should be members of the Council. Based on our experience we believe that having some Trustees on the Council and some Council members on the Board has been beneficial to both bodies. It contributes to shared understanding and collegiality without undermining the Council’s role of holding the Board to account. We believe, however, that the requirement that a majority of Trustees are appointed from the Council is not in the Trust’s best interests. Reducing the minimum number of Council members on the Board will provide the Trust with greater freedom to recruit the candidates with the skills and knowledge needed by the Board at any one time. We propose that, in future, there should be a minimum of four Council members on the Board, including the Chairman and Deputy Chairman.

Information about our constitution and Parliamentary Scheme is available at www.nationaltrust.org.uk/about-us-our-constitution
**Ways of working:** the rest of the proposals are more practical in nature and are aimed at improving the Council’s ways of working. We have looked at how we recruit, train and support Council members, structure meetings and manage interaction between the Council and the Board. **The changes proposed** include:

- Ensuring that every Council Nominations Committee* that is established to appoint the Trust’s Trustees, Chairman or Deputy Chairman has one committee member who is a Trustee (while ensuring that a non-Trustee Council member chairs the committee).
- Improving induction arrangements for Council members and the definition of the qualities sought of Council members.
- Ensuring there is a dialogue between the Senior Member** or the Secretary and Appointing Bodies about the role of Council members before Appointing Bodies choose who their appointees will be.
- Changing the number and structure of Council meetings to reflect better the Trust’s annual cycle of business.
- Considering how Trustees should be involved at Council meetings.
- Identifying and piloting new ways of engaging with members about the running of the Trust.

* Nominations Committees are committees of the Council established to make recommendations about appointments or elections.

** The Senior Member is similar to the Senior Independent Member in other organisations; they ensure that the views and concerns of Council members are shared with the Chairman and support the good running of the Council in general.

**AGM discussion**

These proposals don’t need to be approved by National Trust members in the way that the changes set out on pages 7–10 do. But we are interested to hear our members’ views on these proposals and we are looking forward to discussing them with you at the AGM on 7 November. In the interim, if you have any queries about the review process or the proposals, you can email your questions to governance.review@nationaltrust.org.uk
About the Council

The Council currently consists of 53 volunteers: 26 are elected directly by you, 26 are appointed by organisations which you elect every six years, and the Chairman. Each serve for three-year terms, with about a third of the elected positions being filled each year. They are all volunteers.

The main responsibilities of the Council are to appoint the Chairman and members of the Board of Trustees (our governing body) and to hold them to account.

The Council reports annually on its work over the year. This is published in the Annual Report and Financial Statements – see page 3 for details. For more information about the Council, and who its members are, visit www.nationaltrust.org.uk/how-we-are-run

About the election

The National Trust’s constitution requires the Council to hold an election every year, and to identify the skills and experience of prospective new members who would best meet the needs of the Council over the next 2–3 years.

This year the Council seeks to strengthen its expertise in historic houses learning and interpretation, and digital technology. The Council also seeks to enhance the geographic diversity of the Council across England, Wales and Northern Ireland, and diversity in its broader sense. The Council also needs to include people with the knowledge, skills and experience to become future members of the Board of Trustees.

The Nominations Committee

The election process is managed on behalf of the Council by a nominations committee. This year’s committee members were Nichola Johnson, Sarah Haidry and Gri Harrison, and independent member Nick Buckland.

The committee makes recommendations to you on which candidates most closely meet the criteria that the Council is looking for this year. The committee reviewed each application and invited those who best matched the criteria for a discussion before determining which to recommend to you for election.

Some Council members are standing for re-election. Of the 11 meetings held from November 2012 to July 2015, their attendance was as follows: Clare Broom 9, Barbara Cooper 11, Jonica Fox 10, David Smart 10, and Tim Watkinson 10.

The recommendations

This year’s recommended candidates each met at least one of this year’s criteria and between them achieved the optimal balance of skills that the Council is looking for.

The nine recommended candidates are: Clare Broom, Preetam Heeramun, Barbara Cooper, Nick Stace, David Smart, Anne Casement, Paul Roberts, Sanya Sheikh and Jonica Fox.

The committee invites you to support these candidates and, to help identify them when you come to vote, this year the Council has decided that their names should be in bold on the voting form. You are, of course, able to vote for whoever you choose, whether or not their names are in bold.

Candidate profiles are set out on pages 14–19.

You are invited to vote for up to nine candidates in the election.

Voting in the elections can only be done in advance of the AGM – please see the instructions on page 20.

Interested in standing for election?

Applications are usually invited between February and March. If you would like to find out more, please visit www.governancevacancies.org.uk or get in touch with us using the contact details on page 3.
Why do you want to join the Council?
To continue to help the Trust become more relevant to a younger and wider audience, whilst ensuring that the essential spirit of its founders endures.

What does the Trust mean to you?
A practical yet scholarly conservation charity, which is dedicated to protecting beautiful places in perpetuity and providing access to them for the enjoyment of everyone.

What inspires you about the Trust’s work?
The quality of staff, the contribution of 60,000 volunteers and the increasing emphasis on the land, outdoors and nature agenda.

What would you bring to the Council?
Good knowledge of the Trust, relevant academic and career background, an independence of mind and an ability to think strategically. Experience as a Trustee on three other conservation/education charities.

Election Statement
As Chairman of the South West Regional Advisory Board, an elected member of Council and a Trustee, I have had the opportunity to gain a good understanding of the work of the Trust, at both a national and local level. My work as a governance volunteer has deepened my admiration for the commitment and dedication of staff and volunteers and I feel it is a privilege to work with them. It is important that this unique spirit continues to be recognised and fostered by Council. With a background in conservation and a career in countryside policy and management, I am keen that the Trust should become as well recognised for its work on the coast and in the countryside as it is for its mansion properties. The Trust’s new 10 year strategy seeks to strengthen the land, outdoors and nature aspects of its work and I would value the opportunity to be able to support the successful implementation of this, as a member of Council.

Why do you want to join the Council?
I have a detailed knowledge of the National Trust, its aims and ambitions. As my work commitments are slimming down, I would like to be of service through the Council.

What does the Trust mean to you?
I believe that the Trust is a hugely important part of our evolving heritage, and I want to contribute to that evolution.

What inspires you about the Trust’s work?
I think the Trust’s strength lies in the breadth of its activities, but for me the most inspiring is in working to be relevant to future generations.

What would you bring to the Council?
I have considerable experience of NT’s outdoor and building conservation, visitor interpretation, supporter groups, working parties and regional management.

Election Statement
I believe that my experience as a National Trust volunteer for more than 30 years has given me an unrivalled understanding of the Trust’s purpose and activities, as well as its aims and aspirations moving forward in the 21st century. I have been – and continue to be – involved with a wide range of voluntary activities within the Trust – and other heritage organisations in the UK and internationally. My experience as a Trust volunteer has included conservation work in England and Wales, chairing one of the Trust’s highly successful members’ associations, event support and membership of a range of NT working parties and management committees. I also do guided tours for visitor groups and, through that, was delighted to be invited to join the ‘Magna Carta 800’ event at Runnymede, as a specialist interpreter for VIP and other guests.

As I now only work part-time (Head of Communications within the aviation industry) I believe that my energy – as well as my experience and knowledge – would be useful to the Trust as a member of Council.

Why do you want to join the Council?
Having spent 25 years in business I now want to be able to ‘give back’ in some way to an organisation that I am passionate about.

What does the Trust mean to you?
For me, the National Trust is about family days out, teaching my children about nature, the environment, conservation, history, and cakes.

What inspires you about the Trust’s work?
I am inspired by the way that the National Trust combines preservation, conservation, education and enjoyment. It is a remarkably trusted and respected institution.

What would you bring to the Council?
I believe my experience in the digital, technological and social media world, which we all live in today, will be extremely valuable to the National Trust.

Election Statement
For the past eight years, I have been working at eBay at the forefront of the digital revolution, which is fundamentally changing the way the world operates and the way that people relate with each other and institutions. I passionately believe that this incredible rate of innovation and change is a positive force for good for society, and that organisations that embrace the digital opportunity will build new, deep relationships with people through online engagement. As father of young children, I have recently rediscovered the National Trust. But, not only do we enjoy the days out, we also enjoy posting photos on Instagram, checking in on Facebook, and tweeting about the National Trust.

My experience at eBay has convinced me that organisations that harness the new digital landscape, will better connect and engage more with younger people and families in the future. To this end, I firmly believe that my experience in the new digital world can add value to the National Trust Council.
**Esther Blaine**  
Hertfordshire  
Member: 37 years

**Why do you want to join the Council?**  
I’d be delighted to bring my communications and strategy skills to the National Trust Council. It would be an amazing experience to help build the future of the National Trust.

**What does the Trust mean to you?**  
The National Trust embodies and protects our history, working in forward-thinking ways with current and future generations to bring their history to life.

**What inspires you about the Trust’s work?**  
I am most excited by the way the National Trust embeds its aims and objectives in everything it does and in every way it interacts with its members and visitors.

**What would you bring to the Council?**  
Internal and external communications, project management, event management, fundraising, social and digital media, experience of working within the heritage, arts and cultural sectors, advocacy and diplomacy skills.

**Election Statement**  
I am a lifelong member of the National Trust; it was exploring the Trust’s historic houses as a child that sparked an interest in history which shows no sign of abating and directly led to my current role as Public Relations Manager for Imperial War Museum Duxford. I’m passionate about the work of the National Trust; it’s thrilling to feel part of an organisation which brings living, breathing history to such a broad range of audiences in ways that connect with people on a very individual and human level. I’ve a lot of energy, skill and enthusiasm to bring to the National Trust Council. I’ve worked in the arts, culture and heritage sector for over 20 years, in roles encompassing Marketing, Public Relations, Event Management, Project Management and Fundraising. Working for Imperial War Museums gives me an insight into the opportunities and challenges facing the heritage sector. I’d relish the chance to help create a spark of passion in the next generation of National Trust visitors.

**Preetam Heeramun**  
Berkshire  
Member: 1 year

**Why do you want to join the Council?**  
To play an active role in understanding and recommending how digital technology can best be leveraged for the National Trust’s operations, its venues, member services and delivering novel customer experiences.

**What does the Trust mean to you?**  
A rich heritage and culture consisting of unique venues, collections, volunteers and members globally – looked after and developed over several years but also opportunities and challenges to maintain this for future generations.

**What inspires you about the Trust’s work?**  
The great initiatives to engage with volunteers, members and upcoming generations. Success is demonstrated clearly by the number of National Trust active volunteers and members globally.

**What would you bring to the Council?**  
Positive thinking, a strong background in technology used for operations and shaping innovative experiences, years of volunteering experience, passion to drive and complete projects I undertake and dedicate time to.

**Election Statement**  
Originally from Mauritius, I started my university studies in the UK in 1999 and my professional career in Reading in 2003. Since then, I have worked on multiple projects with cross-functional teams globally. I became a Chartered Engineer in 2013 and am currently leading the technical operations for a technology SME, as their Product Manager to drive innovation in what we build and deliver to our customers, managing R&D budgets and relationships with our partners. Since 2001, I got involved as a volunteer for the Institution of Engineering and Technology (IET), a professional international charitable institution. I have served as an active volunteer since then fulfilling several committee and senior board roles at a local, national and global level working on different projects and pioneering new initiatives. As a potential member of the National Trust Council, I endeavour to add value to drive the vision and strategy of the Trust, especially in how digital technology can be best used and leveraged for its operations, delivering novel experiences at its venues and engaging with members globally.

**Richard Bennett**  
York  
Member: 2 years  
Volunteer: 1 year

**Why do you want to join the Council?**  
I want to learn more about the National Trust’s ‘big issues’ and internal organisation; meet new, interesting and knowledgeable people; discuss new ways of engaging new audiences.

**What does the Trust mean to you?**  
A source of protection for British art, culture and nature under threat from economic downturn, urbanisation, privatisation, digitisation and climate change. A source of identity, intellectual stimulation and escapism.

**What inspires you about the Trust’s work?**  
National Trust engagement with wider issues such as government land and transport policies, climate change, coastal erosion, woodland conservation. Volunteer engagement with all aspects of heritage such as policy, interpretation, conservation and fundraising.

**What would you bring to the Council?**  
Knowledge and passion for British history, architecture and heritage; excellent written and oral communication skills to act as a National Trust ambassador; experience of audience engagement at a grass-roots level.

**Election Statement**  
I have been a member of a Council. Whilst studying history at the University of East Anglia, I was the Union Officer for the Drama Society and the breast cancer charity, CoppaFeel. I fully support the aims of the National Trust to conserve British natural, architectural and artistic heritage “for ever, for everyone.” Over the next 5–10 years the National Trust needs to continue to engage with wider, global issues, maintain its core audience and attract new audiences. I believe the National Trust needs to do more to attract adolescents, young professionals and ethnic minorities by thinking of new ways of bringing properties to life, making sites more accessible financially and making secluded sites more accessible to those without personal transport. I have volunteered as a room guide at Mottisfont Abbey, Treasurer’s House and as a raffle ticket salesman at Hinton Ampner. I am studying for a Masters in Cultural Heritage Management. I am passionate about history, heritage, architecture, conservation and audience engagement. I hope to forge a career with the National Trust.
**Barbara Cooper**  
Gloucestershire  
Member: 24 years  
Volunteer: 3 years  
Council member

**Why do you want to join the Council?**  
I want to join the Council for a second term because I really care for what the National Trust stands for. I have enjoyed making a difference.

**What does the Trust mean to you?**  
I believe the National Trust is our country’s single most important conservation charity. It guarantees beautiful places and spaces for families, forever. How good is that?

**What inspires you about the Trust’s work?**  
I love the engagement with young people, which is so important. ‘50 things to do before you’re 11¾’ is inspirational; it would be great to continue that theme up the decades!

**What would you bring to the Council?**  
An existing Council member, I have a background of operating at senior level in the RAF and was head of the Air Cadet Organisation, with 45,000 cadets and 15,000 volunteers.

**Election Statement**  
I am a Council member, a volunteer at Chedworth and have been an appreciative member of the NT for 24 years. This combination has given me broad insight into the workings of this great organisation. As an active Council member I have contributed meaningfully to debates, have supported nationwide fundraising events and act as a ‘buddy’ for new Council members. Last year I sat on the committee that nominated candidates for election to the Council. My greatest interest has been in governance and the way that the Council operates. I am privileged to be a member of a working group that is looking at ways to make the Council more effective – vital for such a large and complex organisation. I am very keen to carry out a second term of 3 years on Council, especially to see this important work through. I believe that my experience, commitment and passion of the NT will enable me to continue to contribute to the overall work of the Council, and it would be an honour to do so.

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**Tracey Barker**  
Suffolk  
Member: 11 years

**Why do you want to join the Council?**  
To contribute to a creative, passionate and forward looking organisation and helping it meet the complex challenges of the 21st century whilst maintaining the aims, vision and values of the Trust’s founders.

**What does the Trust mean to you?**  
The National Trust holds a unique power to inspire lifelong passion, and provides a vital connection to the heritage of the places it protects as well as to that of its people.

**What inspires you about the Trust’s work?**  
The commitment to uphold the aims of the organisation’s founders whilst being willing to listen to its supporters and stakeholders enabling it to adapt in response to today’s wide-ranging demands.

**What would you bring to the Council?**  
Former employee and volunteer; knowledge of visitor experience, interpretation, volunteer support etc; experienced in organisational management, strategic and operational; good local knowledge (East of England), interest in regional/historic food and historic textiles.

**Election Statement**  
The complexities of the modern day economic, environmental and social climate makes it imperative that the Trust views its role and operation with clarity, and works with its staff, volunteers, members and partner organisations to ensure and safeguard its relevance and future security while staying true to its founding vision. Having 30 years experience of working within public and voluntary sectors, I have a strong commitment to nurturing collaborative relationships. My experience of working with vulnerable and under-represented groups and advising on equality and diversity issues taught me the importance of engaging in a way which inspires trust, integrity and enthusiasm. The 2020 Vision sets out the Trust’s plans to simplify processes, evaluate and re-define current approaches and implement a new model to take forward the Trust’s unique offering to both established and potential new audiences. This must be reflected in core processes, functions and outcomes throughout the organisation. I very much would like to be a part of this exciting future.

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**Nick Stace**  
London  
Member: 5 years

**Why do you want to join the Council?**  
To help make a difference. In particular to help the National Trust better connect with young people who spend considerably less time outdoors than their parents or grandparents ever did.

**What does the Trust mean to you?**  
It provides my family with the freedom to roam the South Downs and the chance to experience places of great interest and national importance. The NT is our national treasure.

**What inspires you about the Trust’s work?**  
The work it does to connect with young people, in particular 50 Things and The Wild Network, with a film that has now inspired more than half a million people.

**What would you bring to the Council?**  
I understand the challenges of leadership as a second time CEO and the importance of effective oversight and accountability as a Board member and trustee for over a decade.

**Election Statement**  
I have a deep affection for the work of the National Trust having been brought up in the South Downs National Park, experiencing the National Trust at first-hand. I am the Chair of The Wild Network, established and still funded by the National Trust, to help connect the nation’s children to nature. I am passionate about connecting young people with the National Trust. I have led consumer membership organisations, including being on the Board at Which? and CEO at CHOICE (Australia’s equivalent to Which?). I bring experience of how membership organisations can grow and develop a deeper relationship with their members. As a senior leader and a trustee, I understand and respect the difference between the two. As a Council member I will always respect the trust placed in me by those who elect me and will carry out my duties to ensure effective accountability and scrutiny of the executive. Above all I will be an ambassador for the National Trust, committed to everything it does, while being open to how it might change.
I wish to continue the work I have done over the last 2½ years and feel I can make a significant contribution to furthering the newly defined strategy of the Trust.

Why do you want to join the Council?
I have very clear memories from early childhood of visits to Trust properties and of walking through its countryside which have engendered a powerful commitment to its cause and values.

What inspires you about the Trust’s work?
The conservation of so many wonderful houses and so much of our countryside.

What would you bring to the Council?
From my career substantial knowledge of finance which I hope can continue to be of help as the Trust faces inexorably greater financial challenges and a deep understanding of conservation issues with old houses.

Election Statement
I have had an active involvement with the Council since I was appointed Chair of the Investment Committee in 2008 regularly attending as a guest and I was delighted to become an elected member three years ago. I have had a good attendance record and contributed actively, although it would be no surprise that finance has been a dominant theme. I continue to believe that there are a number of ways in which the Trust could finance further investment in a number of its activities – particularly long term alternative energy projects, through sensible borrowing at today’s exceptionally low interest rates and will continue to push these ideas forward at Board level. It is a privilege to serve on the Board of Trustees as well and I believe strongly in the importance of a close working relationship between the Board and the Council.

I have contributed to the debate about the governance of the Trust and support the proposed changes to the Council which I believe will make it a more effective body.

Why do you want to join the Council?
I believe will make it a more effective body.

What does the Trust mean to you?
It is a privilege to serve on the Board of the Trust.

What does the Trust mean to you?
What does the Trust mean to you?
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What would you bring to the Council?

Management experience in large complex organisations, working with representative groups, understanding and presenting complex issues, working as and with volunteers. Horticultural knowledge and skills. Practicality and creativity in problem solving.

Election Statement
I volunteer at a National Trust site where I can use my experience in the management of complex organisations (in the NHS), my enthusiasms for heritage, horticulture and ecology and my interests in practical matters and problem solving. My volunteering has been mostly helping develop an historic Walled Kitchen Garden at Hughenden Manor as a visitor attraction and an exemplar productive place. Marsh Heritage Award winner 2008. It is managed by a volunteer project team I have chaired for the last 5 years and represent on the Volunteer Council for the Group. I was invited to begin a beekeeping project; now an integral part of the visitor experience. I have been involved in two projects – Exemplars – improving volunteer experience and 363 – all seasons opening.

Making ‘For ever, for everyone’ a continuing reality is tricky. Council should influence the day jobs of conservation and creating attractive visitor experience and financial viability. Additionally, the Trust should act and speak on wider issues including sustainability, world ecology and climate. I believe I can contribute positively to that agenda.

Why do you want to join the Council?
To share my passion for the Trust, and contribute experience gained from long association with its work in a peripheral region requiring an expertise and understanding quite different from more centrally located ones.

What does the Trust mean to you?
An organisation that has bravely shouldered responsibility for safeguarding our heritage for the benefit of everyone, for ever; and become a world-leader and innovator in its conservation, presentation, promotion and interpretation.

What inspires you about the Trust’s work?
The Trust’s aspiration that its property portfolio should reflect heritage in its broadest sense, and willingness to explore the potential of its special places to give pleasure and excitement to an increasingly diverse audience.

What would you bring to the Council?
My expertise in researching and understanding our historic environment and a lifetime’s experience in caring for, interpreting and celebrating our natural and built heritage, together with wide-ranging governance experience.

Election Statement
I am a professional historian with particular expertise in the study and interpretation of historic estates and environments. I have been associated with the work of the Trust for over thirty years, serving both as a staff member, interpretation consultant and volunteer in Northern Ireland. I thus bring experience of the challenges of delivering the Trust’s core purpose to a culturally diverse community where its work traditionally only enjoyed limited support and interest. My role as a volunteer keeps me aware of the needs of those who play such a key role in the Trust’s success, together with the challenges of running a successful property and satisfying the needs of members and visitors. I hold governance positions with several environmental charities with experience in adapting to changing economic, social and regulatory circumstances. My training as a botanist and career as a National Trust warden, coupled with life on a small family farm including an Ancient Monument and Listed Buildings, equip me in the care of our natural and built heritage.

Why do you want to join the Council?
I have some passion for what National Trust does, can and should do. Council membership would give an opportunity to contribute and challenge at national policy level.

What does the Trust mean to you?

What inspires you about the Trust’s work?
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Why do you want to join the Council?
The work of the Trust has never been more essential, and I would like to help make that work accessible and relevant to everyone through creativity and innovation.

What does the Trust mean to you?
The freedom to explore open spaces and our history, and a determination to protect them for future generations to enjoy.

What inspires you about the Trust’s work?
The courage to campaign for the long-term health of our natural environment, and the way we seek to inspire new generations to be active and enjoy that environment.

What would you bring to the Council?
Extensive digital, commercial and retail experience from the business world, with a practical appreciation of how to make collaboration and partnerships between organisations work.

Election Statement
From an early age, I’ve associated the oak leaf symbol with fun and adventure. I am passionate about wanting to pass on that enjoyment of our wild and historical places to our children and those sections of society whom we currently struggle to reach – so that we can really be ‘for ever, for everyone’. I have spent the majority of my professional career in senior management positions in technology and online retail businesses, where innovation, collaboration and understanding how to appeal to different audiences are as important as the core digital skills. I believe this experience will be particularly helpful to the Trust in its aims of creating ever more rewarding visitor experiences and joining forces more with local communities and other organisations, and in optimising the commercial activities which help fund its work. I also bring a practical perspective on the challenges of balancing visitor demands with local engagement and conservation through my involvement in building an eco-lodge in one of Ethiopia’s national parks.

Why do you want to join the Council?
To make progress towards more of the population choosing to use/visit Trust properties. I worry there may be ‘hidden barriers’ to participation by e.g. families, disabled, some sections of society.

What does the Trust mean to you?
An organisation that lets you experience and appreciate incredible houses; stunning countryside and gardens; social, national and natural history and in so doing providing stimulation, entertainment, exercise and relaxation.

What inspires you about the Trust’s work?
The Trust’s dedication, tenacity and painstaking attention to detail – whether in conservation, interpretation and ‘bringing properties to life’ or in championing the importance of heritage and places of beauty.

What would you bring to the Council?
Keen awareness of ‘what makes a good visit’. Familiarity with the Trust’s working methods and change management. 38 years’ NHS management experience – especially in assessment of projects and business cases.

Election Statement
From 2000–2009 I was a member of the Trust’s Yorkshire and North East Regional Committee. I was elected to Council in 2009 and re-elected in 2012. I have familiarity with National Trust governance and the need for participation in the formulation, implementation and interpretation of national strategies. As a generalist with a lifelong interest in visiting heritage sites, hiking and cycling I try to represent the perspective of ordinary members – especially as my membership has spanned being a single young adult, married couple and parent. Having spent all my adult life living and working across the North of England I can bring a Northern perspective to Council. I continue to attend Regional Advisory Board meetings. I provide ‘mystery shopper’ and ‘critical friend’ feedback to Trust properties. I am particularly aware of the need for the Trust to make its countryside and properties as accessible as possible to people with disabilities (including ‘hidden’ disabilities) – even simple things like sympathetic policies on chairs to take a rest, accessing toilets and parking.

Why do you want to join the Council?
I want to help a charity and institution that I care about and whose landscapes and historic places I enjoy deal with the inevitable challenges ahead in the 21st Century.

What does the Trust mean to you?
It is a gem, an institution that has managed to preserve and manage our most precious resources. Inspiring, educational and retaining the essence of what is important and meaningful, without this our lives will be much poorer.

What inspires you about the Trust’s work?
The creative custodianship and the leading role you place in the challenges of the future without compromising the irreplaceable places that you look after.

What would you bring to the Council?
I am a great team worker who finds creative solutions to problems. I see the ‘bigger picture’ and can assist in seeing where opportunities lie that can build upon our past.

Election Statement
I believe that I have a passion, respect and wide knowledge of the fundamentals of holistic sustainable development. Through my work as an Urban Designer and Heritage Officer, I need to be knowledgeable, creative and sympathetic to others’ needs in order to create liveable, sustainable and quality places for future generations. I am creative in my approach but grounded through understanding and respect for our cultural and physical heritage and natural landscape. My experience of such wide ranging projects enables me to understand both strategic initiatives, as well as the minutiae detail and more subtle aspects that contribute to quality of life.

I believe that such an approach is the best way to deliver change within our environment when change occurs or is necessary. I believe this approach is synonymous with that of the Trust and I feel that I can bring this creative but grounded approach to the Trust’s benefit helping the Trust lead the way without compromising its core values or the internationally important landscapes and heritage that they are custodians of.
Why do you want to join the Council?
I feel a deep affinity to the National Trust, and want to be part of a greater diversity of people supporting the organisation and its heritage for future generations.

What does the Trust mean to you?
The National Trust means childhood and joy to me. My mother instilled in me a love of nature and heritage through the Trust’s properties, which endures to this day.

What inspires you about the Trust’s work?
The preservation open spaces, which is the primary reason I co-founded a local Neighbourhood Forum, and reconnecting children to nature, crucial in supporting the good mental health of a generation under tremendous pressure.

What would you bring to the Council?
Building relationships, evolving consensus, offering a fresh perspective, critical thinking, an enquiring mind, brand guardianship, advocacy, debating policy and proposals, and electing and appointing members.

Election Statement
I am actively engaged in voluntary work as a grassroots campaigner, as an executive member of my local Residents’ Association and as chair of the Neighbourhood Forum. As chair, I and a committee of eight, independently scrutinise, consult on and develop local planning policy, as well as hold the local authority and developers to account on behalf of the community regarding planning decisions in the area. Additionally, I have recently been selected to join the Governing Body of my local secondary school as an Associate Governor. Professionally, as a programme/project manager of 15 years, my key responsibilities are governance, oversight and delivery. My tasks closely align with the work of a Council member, including reviewing objectives, identifying risks, facilitating best practice, and monitoring performance and fulfilment. As a digital specialist, I am at the heart of the industry revolutionising the way we consume and communicate our surroundings. I hope to share my experience and knowledge from the perspective of the ‘digitally native’ generation. As a British Asian, I feel I can contribute to the diversity of the National Trust’s work.

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Why do you want to join the Council?
I believe strongly in the volunteer ethic. I’m passionate about the work of the Trust. I offer a portfolio of relevant skills and experience to contribute to the issues and challenges ahead.

What does the Trust mean to you?
It is life enhancing. From its strong volunteer roots to its thoughtful and proactive engagement with complex contemporary issues, it’s a strong force for good in individual and national life.

What inspires you about the Trust’s work?

What would you bring to the Council?
Digital communication skills. Governance and scrutiny experience (Sussex Community Foundation Trustee and within Local Government). Land-based business skills. Experience of working with the Trust at Council, Regional Board and property levels.

Election Statement
I believe wholeheartedly in the work of the Trust and am a committed, active volunteer both as a current Council member and at grass-roots level. I have a broad range of skills including up-to-the-minute experience of digital communication and technologies. My skill-set spans: Volunteering: currently: Trustee of Sussex Community Foundation, District Councillor (recently Chairman) since 1999 and historically: RNLI fundraising (10 years). Farming/Rural Business Development: currently: vineyards and English Sparkling Wine production (since 2003). And previously: Green Spaces: Borough Council Parks and Gardens (5 years). High Weald AoNB management committee (3 years). Commercial: Business, brand and product development (fast moving consumer goods and high profile brands) UK and international (19 years). Themes of my working life: communication skills, effective business solutions, innovation, mentoring, and an enquiring mind. I think that I have made some useful contributions to the Trust both on Council, as an ambassador and as a volunteer. I very much hope to continue to serve the Trust. Please may I ask you for your support and your vote.
Here’s how to vote
And make sure it reaches us by 11.59pm on Friday 30 October 2015

Our voting arrangements are managed independently by Electoral Reform Services. If you need help with voting, or encounter any difficulties with the voting website, please contact their customer services team on 020 8889 9203.

There are two ways to vote:

Vote online at www.votebyinternet.com/nt15

Last year over half of our members who voted did so online. It’s easy, quick and greener than by post. If you don’t have a computer at home, try a library or internet café. You will need your membership number in order to access the site – simply type the address shown above in your internet browser (not a search engine), follow the instructions on the screen, and see how easy it is.

or

Vote by post and fill in the voting form

If you prefer to vote by post, this is the address to send your form to (no stamp required):

Freepost ERS
The address really is this simple – just two words!

We have provided two voting forms:

- If there is just one member in your household, please use ‘Voting form 1’.
- If there are two members in your household, you may use ‘Voting form 1’ and ‘Voting form 2’.
- If there are more than two members in your household, please request additional voting forms from the Supporter Services Centre on 0344 800 1895.

Eligibility

- You are eligible to vote in the Council elections if you joined us on or before 21 August 2015.
- You are eligible to vote on the resolutions if you joined us on or before 29 August 2015.
- By voting on the Council elections and/or the resolutions you are affirming that you are eligible to vote.

If you are voting by post, please fill in all three parts of the voting form:

1. Your details (opposite)

   Please complete your details as requested. We check all voting returns against our membership records. This helps us to ensure that all votes are valid as part of our voting security arrangements.

2. Vote in the Council elections (opposite)

   - Voting in the elections can only be done in advance of the AGM.
   - Profiles of all candidates are set out on pages 14–19.
   - You can vote for up to nine candidates.

3. Vote on the resolutions (overleaf)

   If you are planning to join us at the AGM and to vote on the resolutions on the day, please indicate this by following the instructions on the voting form. If you are not coming to the AGM, please complete Section 3 of the voting form.

Any queries?

If you need to check when you joined the National Trust or if you need an extra or replacement voting form, please call the Supporter Services Centre on 0344 800 1895.
Voting form 1

Vote online by visiting www.votebyinternet.com/nt15 and follow the instructions on screen (you will need your membership number), or you can fill in this form to vote by post.

We have provided two voting forms because the majority of member households have more than one member of the National Trust. Only one set of votes per member will be valid.

1. Your details

First name

Surname

Your membership number*

Your postcode

Signature

* You can find your membership number here, on the front of your membership card. Or if you need help, call the Supporter Services Centre on 0344 800 1895

Mrs Sample Name

Member: 000000000
Exp: 31 May 16

This card is just for you and gives free entry into most National Trust and National Trust for Scotland places. Keep it to hand to avoid paying. Need help? Call us on 0344 800 1895 | nationaltrust.org.uk

2. Vote in the Council elections (nine candidates to elect)

Only you can vote in the Council elections (not a proxy). You must cast your vote in advance by voting online or by post – you can’t vote in the elections at the AGM. You can vote for up to nine candidates from the list below by marking a cross (X) in the box beside their name. Please don’t vote for more than nine candidates; if you do, your votes won’t be counted.

☐ Clare Broom
☐ Richard Wright
☐ Steve Milton
☐ Esther Blaine
☐ Preetam Heeramun
☐ Richard Bennett

☐ Barbara Cooper
☐ Tracey Barker
☐ Nick Stace
☐ David Smart
☐ Keith Broadey
☐ Anne Casement

☐ Paul Roberts
☐ Tim Watkinson
☐ Andrew Graham
☐ Sanya Sheikh
☐ Jonica Fox

Candidates shown in bold are those recommended by the Nominations Committee – see page 13 for details.

...don’t forget to turn over and complete section 3
3. Vote on the resolutions

If you ARE coming to the AGM and intend to vote in person on the resolutions, please mark a cross (X) in this box and leave the rest of this page blank.

If you are NOT coming to the AGM but intend to vote on the resolutions by appointing someone to vote on your behalf, please choose one of the two options below:

☐ I appoint the chair of the meeting as my proxy; or

☐ I appoint [Name] as my proxy

I appoint my proxy to vote on my behalf at the AGM to be held on Saturday 7 November 2015 and at any adjournment thereof. I instruct my proxy to follow any voting instructions shown as marked below with a cross (X).

If I do not give any instructions, I confirm that my proxy should vote as he/she thinks fit, or may abstain.

I understand that my vote will not be counted if my proxy does not attend the AGM.

☐  ☐  ☐ Adoption of the Annual Report and Financial Statements for 2014/15

☐  ☐  ☐ Reappointment of the auditors

☐  ☐  ☐ Members’ resolution about emboldening election candidate names in the voting forms

☐  ☐  ☐ Board of Trustees’ resolution to reduce the size of the Council and make related changes to procedures

Don’t forget, if a second National Trust member in your household wants to vote, they can use the ‘Voting form 2’ opposite. Both voting forms can be posted together.

Fill in the three sections of this voting form, detach it and post it to this address (no stamp required):

Freepost ERS
The address really is this simple – just two words!

Make sure your postal or online vote reaches us by 11.59pm on Friday 30 October 2015
Voting form 2

Vote online by visiting www.votebyinternet.com/nt15 and follow the instructions on screen (you will need your membership number), or you can fill in this form to vote by post.

We have provided two voting forms because the majority of member households have more than one member of the National Trust. Only one set of votes per member will be valid.

1. Your details

First name
Surname
Your membership number*
Your postcode
Signature

* You can find your membership number here, on the front of your membership card. Or if you need help, call the Supporter Services Centre on 0344 800 1895.

2. Vote in the Council elections (nine candidates to elect)

Only you can vote in the Council elections (not a proxy). You must cast your vote in advance by voting online or by post – you can't vote in the elections at the AGM. You can vote for **up to nine** candidates from the list below by marking a cross (X) in the box beside their name. Please don’t vote for more than **nine** candidates; if you do, your votes won’t be counted.

- [ ] Clare Broom
- [ ] Richard Wright
- [ ] Steve Milton
- [ ] Esther Blaine
- [ ] Preetam Heeramun
- [ ] Richard Bennett
- [ ] Barbara Cooper
- [ ] Tracey Barker
- [ ] Nick Stace
- [ ] David Smart
- [ ] Keith Broadey
- [ ] Anne Casement
- [ ] Paul Roberts
- [ ] Tim Watkinson
- [ ] Andrew Graham
- [ ] Sanya Sheikh
- [ ] Jonica Fox

Candidates shown in bold are those recommended by the Nominations Committee – see page 13 for details.

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☐ I appoint the chair of the meeting as my proxy; or

☐ I appoint _________________ as my proxy

I appoint my proxy to vote on my behalf at the AGM to be held on Saturday 7 November 2015 and at any adjournment thereof. I instruct my proxy to follow any voting instructions shown as marked below with a cross (X).

If I do not give any instructions, I confirm that my proxy should vote as he/she thinks fit, or may abstain.

I understand that my vote will not be counted if my proxy does not attend the AGM.

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☐ ☐ ☐ Members’ resolution about emboldening election candidate names in the voting forms

☐ ☐ ☐ Board of Trustees’ resolution to reduce the size of the Council and make related changes to procedures

This is the voting form for any second National Trust member in your household. Both forms can be posted together.

Fill in the three sections of this voting form, detach it and post it to this address (no stamp required):

Freepost ERS
The address really is this simple – just two words!

Make sure your postal or online vote reaches us by 11.59pm on Friday 30 October 2015