



National
Trust

Members' Annual General Meeting

Saturday 30 October 2021
Harrogate Convention Centre

Please vote online or by post
by Friday 22 October 2021

Welcome back!

This year's AGM will take place
at 10am on Saturday 30 October 2021
at Harrogate Convention Centre.

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Important message from the Board of Trustees

We very much hope that the AGM will proceed this year and that we will see you in Harrogate – we value your engagement and hope you will join us.

If you are unable to join us in person this year, please follow the instructions in this booklet about how to vote online or by post. You can also watch the broadcast on our website.

At the time this booklet goes to print, there remains some uncertainty about the changing coronavirus situation. It is possible that if government restrictions are re-introduced which prevent social gatherings, we may need to adapt our plans to keep everyone safe and comply with the law or guidance. If this happens, we will update our website with instructions on how you can join and vote electronically on the day.

Check www.nationaltrust.org.uk/agm for updates before you travel or call our Supporter Services Centre on **0344 800 1895**.



Dear members

I am delighted that the Chair has asked me to write to you and to chair our AGM this year. It gives me great pleasure to invite you to join us in Harrogate.

You will hear from our Director-General, Hilary McGrady, and myself: we will reflect on one of the most extraordinary years in our history and share exciting news about our future plans.

As always there will be time for members' questions and we will discuss the various resolutions which are set out in this booklet. You can vote on these resolutions in advance of the AGM online or by post. You can also vote for candidates standing in the Council elections. The following pages explain all these arrangements.

You may also wish to look at the 2020/21 Annual Report and Financial Statements ahead of the meeting. These can be found online at www.nationaltrust.org.uk/features/annual-reports

Although we are well advanced in our planning for an in-person meeting in Harrogate, we are mindful of the risk of disruption to our plans should further coronavirus-related restrictions be imposed. I would like to draw your attention to the important message from the Board of Trustees about what we would do in such a scenario.

My fellow Trustees and I look forward to welcoming you to Harrogate.

Best wishes,

Orna NiChionna Turner *Deputy Chair*

Agenda¹

- Welcome and introduction from the Chair
- Approval of the minutes of the Annual General Meeting held on 19 October 2019²
- Adoption of the Annual Report and Financial Statements for 2020/21²
- Approval of the reappointment of KPMG LLP as external auditor to the National Trust for the period until the next Annual General Meeting³
- Result of the ballot for the election of Council members
- Members' resolution about trail hunting, exempt hunting and hound exercise on National Trust land
- Members' resolution about volunteer management
- Members' resolution about defibrillators at properties
- Members' resolution about disclosure of senior staff remuneration
- Members' resolution about overcrowding at properties
- Members' resolution about curatorial expertise
- Board of Trustees' resolution about digital futures

Jan Lasik *General Counsel and Secretary*

1. The order of business taken at the meeting may differ from the order shown.
2. The minutes and Annual Report and Financial Statements will be available at the meeting. Copies are also available in advance. See below right for contact details.
3. The auditor's report is published in the Annual Report and Financial Statements.

If you require this booklet in an alternative format, please contact us – see right for details.

Pre-registration

We are asking members to pre-register in order to attend the AGM this year. You can do this by telling us when you vote online or on the voting form in this booklet.

Timings for the day

Doors open at 9am for registration and refreshments. The event will start at 10am and we hope to finish by approximately 4pm.

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 information

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.

Please contact us if you have any access requirements.

Watch the broadcast

If you can't join us in person, you can vote in advance online or by post and watch the broadcast on the day at www.nationaltrust.org.uk/agm

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. Email agm@nationaltrust.org.uk or telephone **01793 817663**.

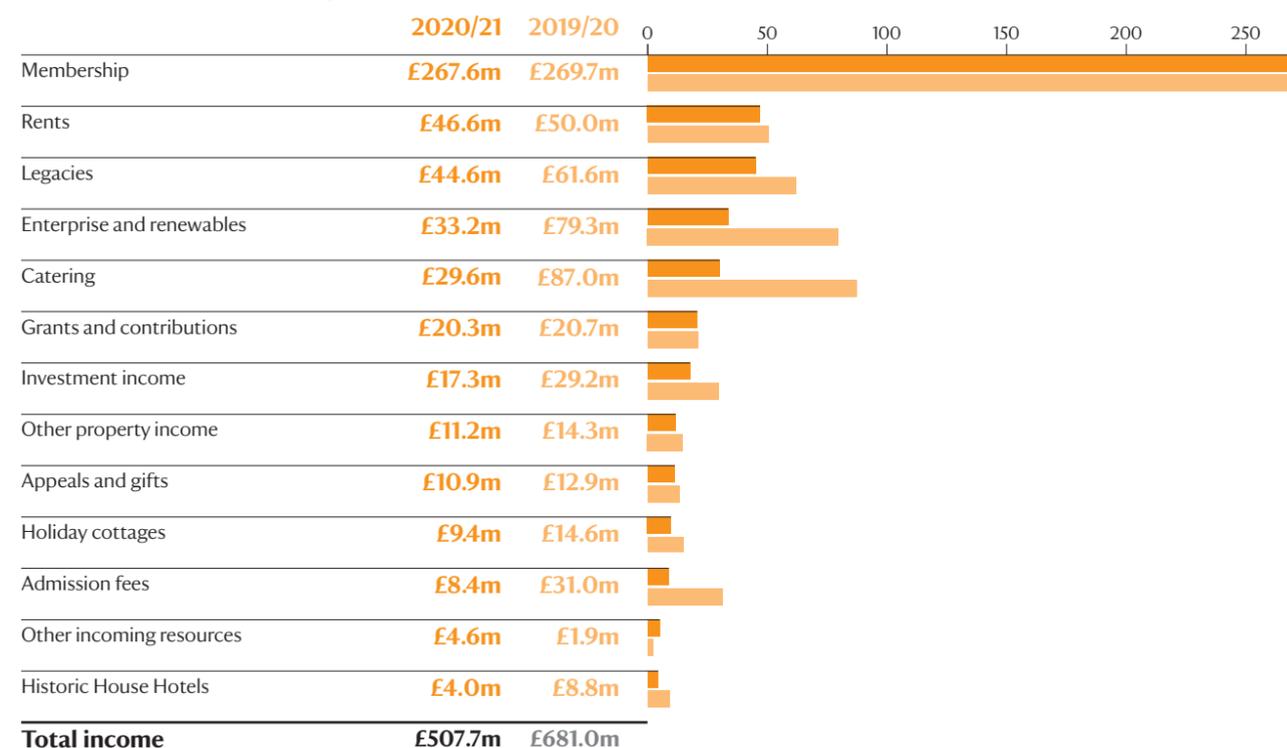
For the Annual Report and Financial Statements please visit www.nationaltrust.org.uk/features/annual-reports

For all other event information and the webcast www.nationaltrust.org.uk/agm

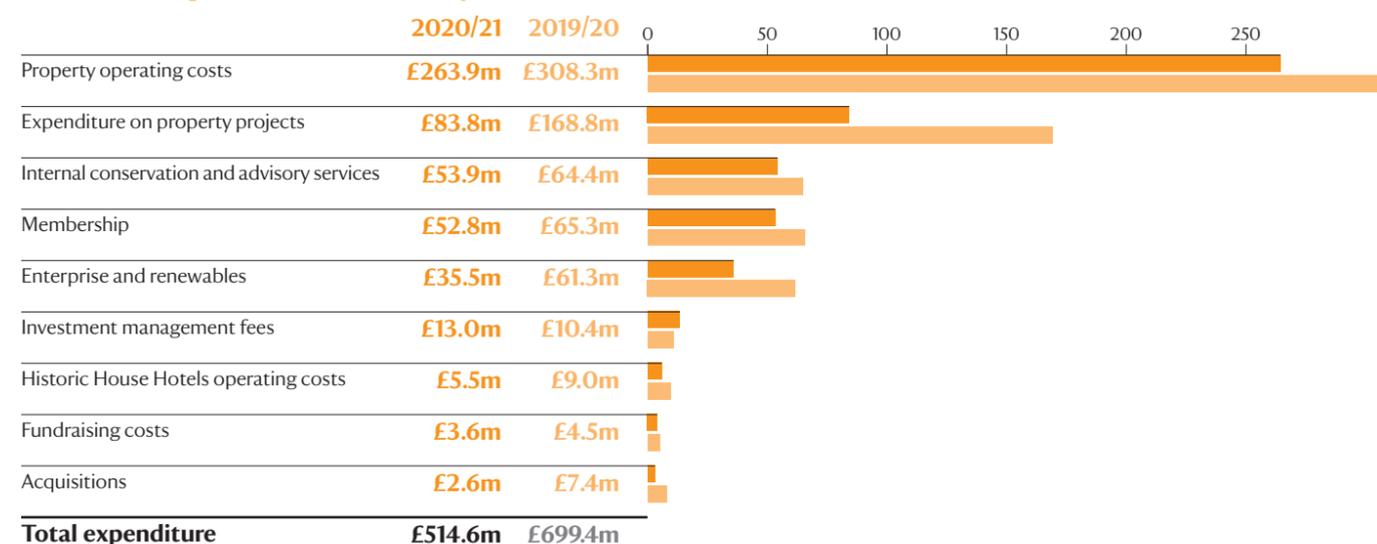
Our finances

We would like to thank our members, supporters, donors, staff and volunteers for sticking with us through the past year.

Where our money came from



How we spent our money



The Covid pandemic had a significant financial impact on the National Trust in 2020/21. The Trust has seen its income fall by £173m year on year (and by £213m against the target it had set before the pandemic).

This scale of income loss threatened the depletion of our unrestricted reserves to unsustainable levels. Faced with this threat, the Executive Team and Board of Trustees took immediate and wide-ranging cost reduction measures. All cost reduction plans prioritised and maximised savings while seeking to minimise the impact on our staff. The following were the key impacts on the 2020/21 financials (when compared to original budget):

- Project spend was curtailed heavily, and only essential projects remained active. This reduced project spend by £114 million compared to our budgeted level.
- Operating staff costs were reduced by £41.2 million compared to budget, through only awarding statutory pay increases and having a recruitment freeze in place from the start of the pandemic.
- Non-staff costs were reduced by £41.8 million, by stopping all non-essential spend and introducing an emergency scheme of delegation.

- The Trust's 2020/21 cost reduction plan aimed to minimise the impact on the organisation's staffing numbers and its ongoing ability to deliver its charitable cause. It set to 'right-size' the staff base for lower membership numbers. Very regrettably, redundancy costs of £19.8 million were incurred during the period.
- Finally, the Trust has incurred £6.1m of costs in order to keep its properties compliant with government regulations as it continued, where possible, to keep its places open for visitors to enjoy safely.

Our overall movement in funds comprises:

	2020/21	2019/20
Net expenditure before exceptional items	£(6.9)m	£(18.4)m
Exceptional income: Coronavirus support grants	£50.1m	-
Exceptional income: Insurance	£66.3m	-
Exceptional expenditure: Redundancy costs	£(19.8)m	-
Exceptional expenditure: Covid costs	£(6.1)m	-
Net gains on investment assets	£92.4m	£25.8m
Taxation	£1.9m	£(1.9)m
Actuarial loss on defined benefit pension	£(2.6)m	£(59.6)m
Overall movement in funds	£175.3m	£(54.1)m

Overall movement in funds

Our financial statements show net expenditure before exceptional items of £6.9m (2020: £18.4m). Four key areas of exceptional income and expenditure are accounted for in our overall movement in funds for 2020/21:

- The Trust's main response to the emergency was through internally-generated cost savings but we were very grateful for the ability to draw on selected coronavirus support schemes provided by government and other bodies. The main source of support being the Coronavirus Job Retention Scheme.
- The exceptional insurance proceeds relate to the final settlement for the 2015 fire damage at Clandon. The National Trust is now in a position to continue with its plans for the future of Clandon and will share more details in due course.

More information

Full financial results for 2020/21 are given in the Annual Report, online at www.nationaltrust.org.uk/features/annual-reports

Email agm@nationaltrust.org.uk to request alternative formats, or telephone 01793 817663.

Resolutions

See pages 43–44 for details about voting on this resolution.

Members' resolution about trail hunting, exempt hunting and hound exercise on National Trust land

That the members agree that the National Trust will ban trail hunting, exempt hunting and hound exercise on their land, to prevent potential illegal activity in breach of the Hunting Act 2004 and the protection of Badgers Act 1992 and to prevent damage to other flora and fauna by hunts, their hounds and their followers.

Supporting statement

Since hunting with dogs became illegal in 2005, the National Trust has issued licences for so-called 'trail hunting'.

Supporters of this resolution believe evidence comprehensively shows that illegal hunting continues to take place under the guise of 'trail hunting' by hunts who also carry out activities on National Trust land.

In addition, a number of hunts have had their licences suspended or revoked following complaints to the National Trust about their activities. This includes allegations of foxes being hunted or chased by hounds, foxes being killed by hounds and anti-social behaviour.

In December 2018, Hunts from the North Midlands and South East of England had complaints against them following a series of incidents and activities that breached the conditions of their licence with the National Trust.

In March 2019, a Hunt from Southern England was the subject of complaints to the National Trust in relation to hunt activities which were in breach of their licence conditions.

In December 2019, the National Trust received complaints about a Hunt from the South Midlands and anti-social behaviours that were in breach of licence conditions.

All these hunts had their licences revoked or agreed to cancel them following the complaints.

Trail hunting

Overwhelming evidence leads to the conclusion that 'trail hunting' is a cover for hunting with dogs.

A 2015 report, *Trail of lies*, along with research by other organisations, drew on 4,000+ field reports covering the majority of the hunts in England and Wales since the Hunting Act 2004 was enacted. Hunt monitors report they may have witnessed a genuine 'trail hunting' event in only 0.04% of cases.

On occasions where fox hunts have been brought to court, the claim of the defendants to be 'trail hunting' was dismissed.

In 2020, revelations contained within leaked Zoom webinars involving those at the heart of the fox hunting lobby also indicated that 'trail' hunting is indeed a 'smokescreen' for the chasing and killing of foxes.

Impact on other species

Evidence gathered shows there is a strong correlation between hunting activity and badger sett blocking each season; where setts are blocked to stop foxes going to ground, casting further doubt on claims that hunts are trail hunting.

Reputational damage

The National Trust has increased its focus on protecting and conserving habitats and wild species. Working with local wildlife organisations, it has hosted many education events, attracting thousands of visitors interested in wildlife and nature conservation.

Numerous scientific reports highlight the alarming decline of wildlife populations, with wildlife continuing to be driven to the margins of their habitats. The National Trust provides a welcome refuge for wild animals where they should be free from persecution. Hunting with dogs goes against this and tarnishes the image of the National Trust by association.

Unfortunately, existing rules and enforcement practices remain insufficient and issuing licences for 'trail hunting' facilitates the destruction of wildlife. We therefore urge you to support this resolution with a specified vote to ensure that the will of the members is listened to.

Five of our members have proposed this resolution which was supported by the required 50 members.

The Board of Trustees' response is shown to the right.

Board of Trustees' position

We do not allow illegal activity on our land and we respond to any reports of such activity. However, trail hunting, using an artificial scent rather than hunting a live animal, is legal and one of many activities that are sometimes licenced on National Trust land.

We note the resolution and are keen to hear the views of the membership on this subject.

Context

Hunting wild mammals with dogs was banned in England and Wales by the Hunting Act of 2004. The National Trust complies with this Act at all times.

One of our core purposes is to promote and provide access to the land in our care for the widest spectrum of users. To do that we licence a range of activities, from running and mountain biking to festivals and food markets. One of those activities is trail hunting, which can only take place under strict licence conditions and which involves laying a scent for riders, followers on foot and a pack of trained hounds to follow, effectively simulating a traditional hunt but without foxes being deliberately chased or killed.

To provide a sense of scale, we issued 28 licences for this activity in 2018, and 14 licences in 2019. We issued only one licence in 2020 before pausing all activities in response to allegations regarding training webinars run by the sport's governing body, The Hunting Office, and a subsequent police investigation. At the time of writing, this matter is the subject of ongoing legal proceedings so it would be inappropriate for us to comment.

Our licence conditions include publishing the dates and maps of the licenced area on our website to provide greater information for members and visitors; a requirement to use only artificial scents to reduce the risks of accidental chasing of wildlife; and monitoring of licenced events by staff in the field, including random scent sampling and unannounced spot checks.

Since 2018, we have actively monitored two thirds of all licenced dates used. We are satisfied with the implementation of the conditions and believe that most groups comply with the requirements. There is no evidence from our properties that trail hunts are any more damaging to conservation than other licenced outdoor pursuits.

Furthermore, on the occasions when our licence rules are proven to have been breached during these checks, we take immediate and appropriate action. Since 2018 we have cancelled two licences for breach of conditions and one for non-payment of fees.

We do not allow illegal activity on our land and we take any validated reports of such activity seriously. We always ask that any reports are passed to the police directly, as the appropriate body to investigate criminal matters, as well as notifying our staff on the ground where possible. We continue to work in partnership with the police to ensure incidents on our land are investigated and we maintain regular liaison with relevant agencies as appropriate.

Members' resolution about volunteer management

The membership deplores the recent treatment of the National Trust's volunteers and calls on the Trust to deal with its volunteers in a thoughtful and respectful way.

Supporting statement

Members ask that National Trust staff formally consult and engage with volunteers before making changes that directly or indirectly affect their work or the way they present properties to visitors. The Trust can do this either directly or via representatives such as Volunteer Steering Groups before making final decisions. The membership also calls on the Trust never to require its volunteers to wear badges, symbols or other items that reflect a political or social viewpoint, nor expect them to adopt any such viewpoints in their interactions with visitors.

Volunteers are a vital part of the character and community of the National Trust alongside staff, members and visitors. Their autonomous role within the organisation adds vitality to the historic houses, and many visitors say conversations with volunteers from the local area are a memorable part of their visit, whether hearing detailed historical nuggets or shopping at a volunteer-run garden centre.

The vast resource of skill and knowledge that volunteers bring to the properties where they work should be valued and put to the best possible use. Unfortunately, however, many volunteers have felt demoralised in recent months as their vital contribution to the Trust's work has not always been fully appreciated. In some instances, long-standing volunteers have even been dismissed. The members call on the Trust to remedy this situation and ensure that volunteers' contribution to the success of the National Trust is neither undermined nor taken for granted.

Five of our members have proposed this resolution which was supported by the required 50 members.

The Board of Trustees' response is shown to the right.

Board of Trustees' position

We always strive to treat our volunteers in a thoughtful and respectful way: we simply could not operate without their vital work. Our most recent survey, conducted a few months ago, indicates that the vast majority of our volunteers feel well supported and well treated.

The purpose of this resolution is not clear, and the proposers have not responded to our request for clarification. However, the supporting statement suggests we introduce a formal consultation process for volunteers when we are making changes in the workplace. In order to abide by the law, we must not conduct any activities that could be interpreted as suggesting we have an employment relationship with our volunteers. As a result, it is not possible to run formal volunteer consultation processes when making changes to their terms.

We recommend members vote against the resolution.

Context

Our volunteers are the heart and soul of places in our care, and we could not achieve what we do without the millions of hours that they give to our cause, in a broad range of activities. Those activities include being room guides and house stewards, as well as gardeners and rangers; many of our volunteers also carry out a range of specialist conservation tasks.

We work hard to give them the right level of support and we were delighted that in a large survey in June 2021, 88% of our volunteers would recommend the Trust as a good place to volunteer, a figure that is well above the national average based on the NCVO *Time Well Spent* survey.

When we are making organisational changes, we consult carefully with staff in compliance with applicable law, and we always follow recommended employment practice.

In law, volunteers have a distinct and different status from staff. In order to abide by the law, we must not conduct any activities that could be interpreted as suggesting we have an employment relationship with our volunteers. As a result, it is not possible to run formal volunteer consultation processes when making changes to their terms.

However, we are committed to ensuring volunteers can share their views. During the process of making organisational changes in 2020, we ran a comprehensive engagement process. Volunteers were able to share their views by email, online form, by submitting feedback via our 'Volunteer Voice' channel, or by attending one of six dedicated volunteer listening sessions. We received a total of 4,534 volunteer responses and we took these responses into account when finalising our restructuring plans.

We continue to listen to and engage volunteers in key decisions and are currently working to return volunteers safely to their roles. In June 17,761 volunteers completed our engagement survey. 79% of volunteers returned a favourable response (i.e. Agree or Strongly Agree) to the statement 'I am satisfied with my involvement in decisions that affect my role'.

In line with our current policy on political neutrality we do not ask volunteers to wear badges or symbols, or other items that reflect a political viewpoint, nor do we expect them to adopt any such viewpoints in their interactions with visitors. We have no plans to change that policy.

Members' resolution about defibrillators at properties

Those National Trust properties that are open at a charge, with more than 40,000 visitors per year, to have at least one automated external defibrillator (AED) within two years.

Supporting statement

Sudden cardiac arrest is a leading cause of death. In the UK, there are over 30,000 cardiac arrests outside of hospitals each year. The survival rate is less than 1 in 10.

The major factor limiting the number of people surviving is the ability to provide prompt cardiopulmonary resuscitation (CPR) followed by defibrillation. The chance of survival decreases by 10% with every minute that defibrillation is delayed.

The ambulance service is rarely able to attend and provide defibrillation early enough. As such, the best way to ensure prompt defibrillation is for someone nearby to use an automated external defibrillator to deliver the shock that may save a life.

In 2018, there were 13 actual or possible cardiac arrests known on National Trust properties. Over 33% of the Trust salaried staff have attended first aid training, which includes CPR training. The majority of properties, however, do not have an automated external defibrillator (AED).

AEDs are safe, very effective, easy to use and compact. They can be used by anyone, whether or not they have had formal training. AEDs give voice instructions and will not allow a shock to be delivered unless the collapsed person needs one. AEDs can be stored for long periods without use and need very little maintenance.

In the UK there are no legal restrictions on the use of AEDs. The Resuscitation Council (UK) advises that a rescuer, whether a trained first aider or a member of the public, who has acted to the best of their ability to help a person in cardiac arrest, should not be sued, regardless of the outcome.

The National Trust has a dedicated team of staff and volunteers who truly care for the wellbeing of nearly 30 million visitors who pay for entry to properties each year. Having AEDs at its properties would be a significant addition to existing first aid provisions. The Resuscitation Council (UK) and The British Heart Foundation have provided some of the above information and are in agreement with the objects of the resolution.

Five of our members have proposed this resolution which was supported by the required 50 members.

The Board of Trustees' response is shown to the right.

Board of Trustees' response

We take visitor safety extremely seriously at all the properties in our care. We have installed over 100 AEDs, working closely with local communities and local groups. We always manage our approach to AEDs according to local conditions. Many places 'open at a charge, with more than 40,000 visitors' are not appropriate sites for AEDs when issues such as remoteness, physical activity and partnerships with local health and other providers are taken into account.

We recommend members vote against the resolution.

In making this recommendation we do not wish to play down the importance of this issue and we very much welcome the opportunity to discuss it. We hope that members will be reassured by our detailed response below and the criteria we currently use.

Context

Keeping our visitors and members safe is of the utmost importance to the Board, particularly with the heightened attention on public health that the pandemic has brought. Our guiding principle is one of proportionality, where we seek to balance risks and make judgements on the basis of the best evidence available.

As members will be aware, we manage a huge and complex range of risks around the safety of buildings and the provision of largely open access to huge areas of land. This includes water bodies, cliffs, ruined buildings, trees and other hazards.

We strive to be rigorous in the use of National Trust resources by taking the most appropriate, proportionate approach to managing risks in each setting.

In the case of AEDs, our site-based judgements are informed by the following criteria:

- Whether there are significant concentrations of people at a material risk of sudden cardiac arrest.
- Whether those on the site could be subject to intense or significant physical strain or activity.
- Whether there are high numbers of people on the site at any one time.
- Whether the site is remote from emergency response.

We empower our property teams to make appropriate judgements on when to purchase AEDs for their places; and while an AED is not always justified by the above criteria, we listen to and work with our neighbours and partners. As a consequence, we have over 100 units installed across our places based on liaison with local communities and user groups.

We believe that this approach allows us to make sensible local judgements. As a result, we do have AEDs at many of our remote and busy properties (often in liaison with local ambulance and NHS services), but we don't have them, for example, where there is an AED at the village hall next door to a property.

In addition, AEDs are often provided during events on a temporary basis, most often through working with partners: an example of this is our relationship with Parkrun, where AEDs are present at the 30 or so weekly 5km runs that we are proud to host.

We continue to review the locations of our AEDs on a site-by-site basis through our cyclical reviews. However, we feel that it would be inconsistent to apply a formulaic approach on this single issue when we take a clearly risk-based approach on all other matters.

Members' resolution about disclosure of senior staff remuneration

The National Trust should disclose in full the remuneration of its senior staff.

Supporting statement

This meeting expresses concern at the lack of transparency about the remuneration of senior staff at the National Trust, as evidenced by the scant information provided in the 2019/20 Annual Report. Seventeen Trust employees earned more than £100,000 a year in 2020, up from fifteen the previous year. It also expresses concern that one unnamed senior executive was given a redundancy payoff which, together with their salary, amounted to over £180,000 in 2020. It calls on the Trust to exercise greater restraint in the setting of executive pay and to adopt the same level of transparency on remuneration as required by publicly listed companies, and give full details of its executive remuneration policy and the amount earned by each individual.

Five of our members have proposed this resolution which was supported by the required 50 members.

The Board of Trustees' response is shown to the right.

Board of Trustees' position

Fairness and transparency about senior pay is an important principle for the Board of Trustees. We believe that our approach to senior manager pay is fair and transparent and follows best practice for the sector. We reject the claims that there is a problem with our transparency or restraint on senior pay. As we currently disclose the remuneration of our senior staff and our reporting is in line with publicly listed companies, we are confident that we already comply with this resolution.

We recommend members vote for the resolution.

Context

Each year we benchmark our senior manager salaries against those in charities of a similar size. We do not pay senior managers bonuses or award them long term incentives. The Director-General is our highest paid senior manager. Despite running the UK's fifth largest charity, the Director-General's salary was ranked 43rd in a recent Third Sector 2021 Charity Pay study. In recent years, our senior managers have received a lower-than-average annual pay award: 2.5% for senior managers, compared to 4.0% for all staff. In 2020/21, in response to the coronavirus pandemic, senior manager pay was frozen at 2019 pay levels. In addition, the Director-General took a six-month voluntary pay cut of 20% recognising the impact of the pandemic.

We are transparent in our pay decisions and we follow best practice for the charity sector, complying with both the Charity Commission and National Council for Voluntary Organisation's recommendations on senior manager pay. We have a clear policy and principles for setting senior manager pay, which are published on our website and in our Annual Report.

We publish the salary of the Director-General in our Annual Report along with the Trust's 'pay ratio'. This is the relationship expressed as a multiple between the Director-General's salary and the median salary level within the Trust, to ensure salaries remain fair and appropriate. The pay ratio at 1:9.3 has reduced over recent years and compares well to similar organisations within our sector. Since 2018, we have published the salaries of our Executive Team in the Annual Report too. We report in £10k increments and whilst we do not name each individual, we do show the individual's Executive Team role to ensure transparency. We also disclose the remuneration of employees whose pay and benefits exceed £60,000 in bands of £10k, sharing more information than is required of publicly listed companies.

The Senior Management Remuneration Committee determines the remuneration policy for senior managers. It is appointed by the Board of Trustees to maintain the highest level of governance in this area. The Committee includes three Trustees and two external independent members, chosen for their skills and expertise. The Committee ensures senior manager pay is fair and allows the Trust to retain and recruit talented leaders. The Committee oversees the severance arrangements of senior managers, ensuring, where possible that redundancies are minimised; and where they cannot be avoided, that redundancy payments are in line with the Trust's redundancy policy.

When considering senior manager pay, the Committee reviews senior manager performance, independent external benchmarking data and organisational performance.

Members' resolution about overcrowding at properties

The Proposers call upon the Trust to undertake a comprehensive review of overcrowding. It should aim to identify the causes, manifestations and consequences of overcrowding, based on the concept of 'carrying capacity'. The Trust is urged to consult widely across its membership in formulating its approach and then bring forward, to the 2022 AGM, proposals to address the issue.

Supporting statement

The sponsors of this resolution have brought it forward to allow those members who attend the AGM the opportunity to have a good exchange of views on a subject which we feel is of wide interest across the membership. Some may think the subject inappropriate in view of current and evolving Covid restrictions which distort visitor numbers. Acknowledging the short-term issues, we are seeking to set the debate, at the 2022 AGM, for recovery in the longer-term post Covid.

The NT Acts require the Trust to preserve 'places of natural beauty and historic interest'. The context is that this should be 'for ever, for everyone'. This does not mean that 'everyone' should have unlimited access to all the places all the time. Unlimited access can lead to overcrowding, especially at peak times, which can cause damage, potentially irreparable, to those places. Also overcrowding can destroy the spirit of the places, the built estate, countryside and coast, which initially qualified them to be acquired for preservation.

The Trust has set ever increasing targets for visitor numbers at most of its properties. These are embodied in performance measures against which many staff are judged for their annual assessments. A proportion of the funding internally assigned to many properties is linked, by 'visitor credits', to the number of member visits they attract. Additionally, the Trust expends significant resources in advertising to attract visitors to both pay for entry and countryside properties.

The performance at each property is measured against the 'Conservation Performance Indicator' (CPI) which currently does not take account of the concept of 'carrying capacity'. There is nothing within the CPI calculation which directly relates to the number of visitors who visit a property and hence no mechanism to relate visitor numbers to damage to a property.

There are numerous examples of overcrowding and of damage which has arisen as a consequence of overcrowding, both physical damage to a property and to its spirit of place, plus to the reputation of the Trust. Overcrowding creates problems and inconvenience for members as well as for our neighbours and for donor families.

Given the very wide range of examples and potential solutions, the proposers are not putting forward further suggestions but will leave it to those who join in the debate to give specifics. This matter is too important to be ignored. We call on the Board of Trustees to accept that the problem exists, to recognise its significance and to commit the Trust to undertake a review in consultation with members and to report back by the time of the 2022 AGM.

Five of our members have proposed this resolution which was supported by the required 50 members.

The Board of Trustees' response is shown to the right.

Board of Trustees' position

We welcome the opportunity to discuss this issue and recognise the impact that growth in visitor numbers can have on National Trust places, communities and stakeholders. Fulfilling our charitable purpose involves balancing the benefit offered to people now with that of conserving things for future generations. Various processes are already in place to manage numbers at properties, but we will always use our best endeavours to improve how things can be done.

We note the resolution and are keen to hear the views of the membership on this subject.

Context

Members should be reassured that while the concept of carrying capacity has some limitations, the idea is already built into the management of access to houses and gardens, and into the display of specific rooms and collections.

Membership has grown over the past decade: a direct consequence of broadening the Trust's audience (especially welcoming more families) and an increase in repeat visits in many places.

However, we have well-established medium term mechanisms to respond: investing in places to mitigate or avoid impacts (e.g. paths directing visitors away from sensitive areas); relocating access points to disperse visitors (moving car parks) and extending the scale of sites through acquisition or partnership.

We also have more immediate managerial responses to growth: monitoring impacts through the Conservation Performance Indicator; timed admissions (as at Snowhill Manor) or pre-booking (as at the Beatles' Houses) and preventative conservation practices, such as covering carpets with replicas.

Many of the drivers of growth are factors beyond the Trust's immediate control: rising populations; demographic change (an increase in people of retirement age); and an increased demand for safe, accessible green space. This last factor accelerated during the pandemic and led to increased numbers at many coast and countryside properties (places like Box Hill, Formby and our properties in the Peak District, for example).

At most coastal and countryside properties, we have limited ability to limit numbers. So in these settings, we work closely with partner agencies, such as the police and local authorities and are active with them in planning the best management of visitors in several National Parks.

We are interested in the views of members on how much this is an issue and how we should respond to it, striking a balance between welcoming as broad a range of visitors as possible, while carefully conserving the very special places and properties we all hold dear.

In all circumstances and whatever the pressures the Trust will continue to monitor numbers – controlling them when necessary and possible – and will seek to pursue the very best conservation practices.

Members' resolution about curatorial expertise

The membership deplores the fact that many expert curators have been made redundant, and those remaining have been seriously undermined in their work. By rejecting their expertise, the Trust has made some reckless decisions on the presentation of its properties.

Supporting statement

Harry Mount quoted a former senior employee of the National Trust as saying: 'What you must understand is that a lot of senior people at the Trust actually don't like old buildings.'

Curators were formerly employed for their expertise in art and architectural history and their understanding of the evolution of houses and gardens over many generations. They have now lost their authority to make decisions and have become simply 'advisers'. Authority has passed to managers based at individual properties with no curatorial experience, whose brief is to 'maximize the profitability' of their properties and 'develop and grow a successful business'. Targets are set for ever-increasing visitor numbers, which put at risk the very thing that visitors have come to enjoy.

These managers are free to ignore the expert advice of Curators, and many have done so – making some highly damaging and ignorant decisions. There has been a catastrophic decline in the quality of the presentation of houses: bean bags, historic furniture making way for playrooms, a decorative scheme overpainted for a film production, even text on window blinds.

Recent redundancies, made under the pretext of the financial impact of Covid-19, have brought to crisis point a long process of undermining the curatorial department by repeated reorganisations.

In 2020 – while most of the staff were furloughed – the internal report, *Towards a 10-Year Vision for Places and Experiences* appeared, which proposes to 'dial down' the National Trust's significance as a 'major cultural institution'. Many houses are to be 'repurposed'. Presentation is to change 'from evolution to revolution', by 'moving objects or taking them off display where needed', in order to 'flex our mansion offer to create more active, fun and useful experiences'. Three key figures in devising the new approach are recent appointments – former museum curators with no prior experience of the care of historic buildings and country-house collections.

By these drastic changes the National Trust is betraying the donor families, who entrusted it with the care of their properties and collections, and the public – present and future – whom the donors wished to benefit.

Five of our members have proposed this resolution which was supported by the required 50 members.

The Board of Trustees' response is shown to the right.

Board of Trustees' position

The number of National Trust curators has doubled in the last five years. Their expertise is valued highly. We had to make redundancies across the organisation as a result of the pandemic in 2020. Curatorial expertise was prioritised and protected throughout the process and only four curators were made compulsorily redundant, a smaller cut than almost any other part of the Trust. The resolution and supporting statement make unsubstantiated allegations that have little basis in fact.

We recommend members vote against the resolution.

Context

The National Trust cares for the world's greatest collection of houses, from grand houses like Petworth and Knole to small properties like Shaw's Corner and Woolsthorpe.

Curators are central to conservation and interpretation work. The Trust always has and always will put conservation first in its decision-making.

That is why the conservation and presentation of houses is a top organisational priority and standards are high. The evidence for this is compelling:

- In 2019 the Trust put more resource into the conservation of houses and collections than ever before. More than twice as much was invested in houses and collections as in countryside conservation.
- Recent exemplary work includes the restoration and re-presentation of Knole in Kent, Mount Stewart in Northern Ireland and Dyrham in Gloucestershire, as well as significant conservation projects at Castle Drogo in Devon, Ickworth in Suffolk and Oxburgh Hall in Norfolk, and the opening of the Royal Oak Foundation Conservation Studio at Knole.
- Today there are 106 curatorial roles in the Trust, compared to 51 five years ago. Coronavirus led to a £213m overall drop in income for 2020/21. This necessitated a major reorganisation, and the loss of around 1,700 jobs. But losses in curatorial and conservation roles were smaller than in other areas. Only four curators were made compulsorily redundant, while six others chose to take voluntary redundancy.
- Expert curators are central to all decision-making about houses, collections, gardens and landscapes, and are committed to underpinning those decisions with research. The Trust was designated as an Independent Research Organisation by the Arts & Humanities Research Council in 2019.

- Each region or nation has a Senior National Curator who combines a curatorial specialism with a leadership role. Other regional curators work across portfolios of properties. The 27 most significant houses now have a dedicated and expert Property Curator who sits on the property's leadership team. A team of 16 specialist National Curators support areas including architectural history, pictures and sculpture, decorative arts, books and libraries, and dress and textiles.

We are ambitious for the future of the houses and collections in our care. They have changed throughout their history and will continue to evolve. New research will lead to additional layers of interpretation; curators will continue to ensure that we tell the rich history of each place as fully as possible.

Presentation will be further improved with a renewed focus on the most significant collections. New publications like *125 Treasures from the Collections of the National Trust* and *100 Paintings from the National Trust* will celebrate the importance of collections and share the insight and knowledge of the Trust's expert curators with a wide audience.

Board of Trustees' resolution about digital futures

This resolution invites members of the National Trust to approve new rules for general meetings and Council election ballots. These new rules would enable members to participate online and to vote electronically on resolutions proposed by members or the Board of Trustees, and also give members the option to receive meeting papers electronically.

We are recommending that we adopt these new rules because we want to enable greater member engagement with the Trust's governance processes, while also ensuring these are as environmentally sustainable, cost effective and 'future proof' as possible.

We set out here new rules for general meetings which we, the Board of Trustees in consultation with the Council, recommend to you.

We recommend members vote for the resolution.

Supporting information

Our Parliamentary Scheme (*The Charities (National Trust) Order 2005*) contains the rules which regulate the way in which general meetings (i.e. Annual General Meetings and Extraordinary General Meetings) of the charity are held, as well as the conduct of elections to the Council and the election of Appointing Bodies to the Council. This legislation was passed 16 years ago in 2005, at a time when meeting documentation was all in paper form and predated any culture of electronic engagement by members of organisations in their meetings.

The Parliamentary Scheme in its current form does not make provision for meetings to be held in a way which enables members to attend and vote electronically at a meeting in real time or for the documents relating to a meeting to be distributed or published only in electronic form (for example on the Trust's website). It is therefore not possible to hold a hybrid or virtual general meeting under the permanent provisions of the Parliamentary Scheme as it presently stands.

This resolution invites our members to approve changes to our Parliamentary Scheme in order to modernise the way in which we conduct general meetings. We wish to enable members who cannot or do not wish to attend a meeting in person to do so by participating online and voting electronically on resolutions proposed by members or the Board of Trustees. We also wish to enable publication and distribution to members of the meeting papers by electronic means. In addition to this, the proposed changes would allow us to hold a general meeting wholly online if government restrictions on physical gatherings or other exceptional circumstances prevented a physical gathering of members at a venue.

The resolution also invites members to approve changes which would enable us to modernise the way in which we arrange the ballots for elections to the Council (annually) and the election of Appointing Bodies to the Council (every six years) by conducting voting electronically as the norm instead of using paper voting forms as happens at present.

The proposed changes would not prevent members from receiving physical copies of the papers for general meetings or paperwork in relation to any elections to the Council (including paper voting forms) should they specifically request this.

Annual General Meetings

Annual General Meetings of the charity ('AGMs') are held in the autumn of each year. The average attendance over recent years has been approximately 400 members out of a total membership exceeding 5 million. At such meetings any resolutions proposed by members or the Board of Trustees are debated and voted upon, the annual report and financial statements are presented, the auditors are appointed and the results of any elections to the Council are announced. Importantly, in addition to the formal business of the AGM, members have the opportunity to engage with our Trustees and senior staff and to ask questions about any aspect of our work.

Currently the documents for the meeting are sent to members in paper format with the autumn members' magazine in September. The papers include the notice and agenda of the meeting, details of any resolutions proposed by members and/or the Board of Trustees, the details of any elections to the Council, and all the voting papers. The cost of printing and mailing this to members varies and is in the range of £170,000 to £270,000 each year.

Our Parliamentary Scheme contains the rules which regulate the way in which general meetings (i.e. AGMs and Extraordinary General Meetings) of the charity are held as well as the conduct of elections to the Council and the selection of Appointing Bodies to the Council. This legislation was passed 16 years ago which predated any culture of electronic engagement by members of organisations in their meetings and was at a time when formal documentation was in paper form.

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Last year we reluctantly took the decision to cancel the 2020 AGM in view of the government restrictions on physical indoor gatherings and the dangers presented by the pandemic as there is no provision enabling us to hold an AGM virtually. This was done with the consent of the Charity Commission by way of approving certain amendments to the Parliamentary Scheme.

In order to address the issue of electronic participation in future meetings, we have reviewed the Parliamentary Scheme and identified the changes which need to be made and these are described in the shaded boxes on pages 22–23. These changes can only be approved by the members in a general meeting, and the Charity Commission has confirmed that its consent is not required in relation to these changes.

Voting in elections to the Council and the election of Appointing Bodies to the Council

Half of the members to the Council are chosen by the members of the charity in elections which are held every year to fill vacancies left by the third of the elected members who retire each year (every elected member serves a term of three years). The voting papers and details of the candidates are sent to the members with the AGM brochure as mentioned above. Our Parliamentary Scheme provides that voting in elections to Council and in the election of Appointing Bodies to the Council is conducted by means of physical voting papers as the norm. While online voting has also been available for a number of years, the Trust is still required to send information and voting papers by post to all members.

The other half of members of the Council are appointed by organisations which have a connection to the National Trust's work. These organisations are referred to as 'Appointing Bodies'; the current list of these is in the Parliamentary Scheme (Part 3 of the Schedule). The list of Appointing Bodies is reviewed by the Council every six years, the first such review having taken place in 2006. The review includes a ballot of the members of the charity on the proposed revisions to the list.

Changes will be needed to the Parliamentary Scheme in order for us to move to a system whereby voting in both these sets of elections would be conducted electronically as the norm, with members required to opt in to receive information and voting papers by post.

In order to address these issues, we have reviewed the Parliamentary Scheme and identified the changes which need to be made and these are described in the shaded boxes on pages 22–23. These changes can only be approved by the members in a general meeting, and the Charity Commission has confirmed that its consent is not required in relation to these changes.

Why we are proposing the changes

This resolution asks members of the National Trust to approve certain changes to our Parliamentary Scheme, we thought it might be helpful to provide some context to help members understand why we are proposing these changes now.

- We anticipate that in future, general meetings for many organisations are likely to be held in a hybrid format, that is to say in a physical venue but with the ability for those members who cannot or do not wish to attend in person to participate online. We are aware of several membership charities who are moving towards this model for their annual general meetings.
- In future the Board of Trustees may need to prescribe measures limiting the number of members who attend general meetings in person at a venue in order to comply with legislation, government guidance or for venue capacity purposes. For the avoidance of doubt such measures would not prevent or restrict the numbers of members who attend such a meeting online.
- The Board of Trustees may prescribe measures which require members to preregister their attendance at a meeting, to ensure event plans can be accommodated within the maximum capacity of a venue, and to help with preparations for the event.
- In exceptional circumstances where government-imposed restrictions or an emergency make it impossible to hold a general meeting in a physical indoor venue at all, the meeting may be held electronically – i.e. online only.
- In future all materials relating to general meetings, including notices, agendas, members or Board of Trustees' resolutions and supporting statements and voting papers, and materials relating to any elections of Council members or Appointing Bodies, will be made available to members by electronic means as a default approach, although members who still wish to receive such materials in paper form may continue to do so if they specifically opt in for this (presently such materials are distributed to all members by post in hard copy format). Existing members who have not yet provided the Trust with an email address are encouraged to do so as soon as possible. We will write to all members before the default position of electronic communications is implemented across the membership to allow you to let us know if you wish to receive hard copy notices.
- In future signatories for Extraordinary General Meetings and Members' Resolutions may be in such form as the Board of Trustees prescribe instead of being in 'wet ink' signatures as at present.

We believe these proposed changes are in the best interests of the charity because they will:

- enable us to have greater flexibility with regard to holding meetings;
- facilitate and widen member engagement;
- save charitable funds; and
- reduce the environmental impact of the Trust's operations by decreasing dramatically the amount of paper required to communicate with members.

In particular the proposed changes will:

- make it easier for more members to participate in meetings so that members will not have to attend a physical venue if they cannot or do not wish to do so;
- reduce the cost and environmental impact of printing and distribution of materials for general meetings and any elections;
- make it easier and quicker for members to vote; and
- enable us to hold meetings where it is impossible to hold a meeting for the reasons described at a physical venue.

The textual changes to the Parliamentary Scheme which we ask the members to approve are set out in the next section. A set of notes explaining the textual changes follows beneath the proposed changes. A full marked up copy of the Parliamentary Scheme showing all the changes is on our website at www.nationaltrust.org.uk/agm

Any member who has any query about the proposed changes may contact the Secretary at agm@nationaltrust.org.uk

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The proposed changes

The members of the National Trust are invited to approve the changes described in the preceding section of the Board's statement.

The members resolve to:

A. Pursuant to the amendment power in Clause 16(8) to:

1. Delete Clause 16(6) and substitute:

"The arrangements made under paragraph (1) above shall enable every member of the Charity who is eligible to vote to vote electronically and shall enable such members, as an alternative to electronic voting, to vote by postal voting upon written application to the Secretary or by such other means and/or to such other person as the Charity may notify to the members."

and

B. Pursuant to the amendment power in Clause 18(11):

2. In Clause 18:

2.1 delete "paper to be issued" and substitute "open" in Clause 18(4)(a);

2.2 delete Clause 18(6) and substitute:

"The arrangements made under this clause shall enable every member of the Charity who is eligible to vote to vote in a ballot electronically and shall enable such members, as an alternative to electronic voting, to vote by postal voting upon written application to the Secretary or by such other means and/or to such other person as the Charity may notify to the members."

2.3 delete Clause 18(9)(a) and substitute:

"which candidate bodies shall be included on the ballot prepared for this purpose; and"

and

C. Pursuant to the amendment power in Clause 42:

3. In Clause 1:

3.1 insert in the correct place alphabetically:

"in person" means in person physically and/or by electronic means;

"present" means present physically and/or by electronic means unless otherwise specified;

"in writing" or "written" means the representation or reproduction of words or other information in a visible form by any method or combination of methods, whether sent or supplied electronically or otherwise.;"

3.2 insert new Clause 1(4):

"For the purposes of clauses 33(1) and 39(1) of this scheme, "place" means a physical and/or electronic location.;"

3.3 renumber Clause 1(4) as Clause 1(5);

4. In Clause 32:

4.1 delete Clauses 32(1) and 32(2) and substitute:

"(1) Notice of every general meeting, and the agenda, shall be sent in writing, published, or otherwise made available to the members not less than twenty-one days before the meeting.

(2) The notice shall be in such form, and shall be sent in writing, published, or otherwise made available in such manner as the Board of Trustees from time to time decides so as to enable all members to access details of the general meeting.;"

4.2 delete Clause 32(3);

5. In Clause 33(1) after "in such place" insert "(s) and in such format";

6. Delete Clause 34(2) and substitute:

"Copies of the report and accounts shall be available electronically and on written application to the Secretary."

7. In Clause 35:

7.1 in Clause 35(1)(b) delete "the close of business" and substitute "5.00pm" and insert "by 5.00pm on" before "the first working day";

7.2 in Clause 35(2)(a) after "public holiday" insert "in England; and"

7.3 insert new Clause 35(2)(b):

"(b) paragraph (1)(c) above "signed" means any members' resolution which is validated by the appropriate number of proposers and supporters in such manner as shall be approved by the Board of Trustees and made available to members on request.;"

7.4 delete "send" wherever it occurs in Clauses 35(8), 35(9) and 35(10) and substitute "provide";

8. In Clause 36:

8.1 in Clause 36(2) delete "out" and substitute "in writing";

8.2 in Clause 36(4)(a) delete "and";

8.3 in Clause 36(4)(b) delete "." and substitute "; and";

8.4 insert new Clause 36(4)(c):

"signed" means a requisition which is validated by the appropriate number of members of the Charity in such manner as shall be approved by the Board of Trustees and made available to members on request.;"

8.5 in Clause 36(5) delete "out" and substitute "in writing";

9. In Clause 37:

9.1 insert "and place of" before "general meetings" in the title to the clause and in the arrangement of clauses at the beginning of the scheme;

9.2 insert new Clause 37(4):

"(4)The Board of Trustees may, in their discretion, prescribe measures that will apply to those members of the Charity attending a general meeting in person or by proxy and after so doing will inform the members of the Charity of such measures. Such measures may include a requirement to pre-register attendance, and may, where it is expedient and in the best interests of the Charity to do so, taking into account the law and government guidance, prescribe a limit on the number of members of the Charity (or their proxies) who may be physically present (but not on those who may be present by electronic means) at the general meeting. In the event of any conflict or inconsistency between this scheme and any measures prescribed by the Board of Trustees, the provisions of this scheme will take precedence.;"

9.3 insert new Clause 37(5):

"(5) A meeting which takes place in whole or in part by electronic means will be treated as taking place where the chairman of the meeting is.;"

10. In Clause 39(1) delete "with the consent of the meeting"; and

11. Delete Clause 40 and substitute:

"(1) At every general meeting all matters which fall to be decided at the meeting shall be decided on a poll by a majority of the votes of the members of the Charity who are present in person or by proxy and who vote.

(2) At a general meeting any member who has been a member throughout the 70 days immediately preceding the meeting may vote. Each such member has one vote.

(3) Members may vote:

(a) in person at the meeting; or

(b) by proxy using such proxy form as the Board of Trustees shall have provided for use at that meeting.

(4) The Board of Trustees shall enable every member of the Charity who is eligible to vote to vote by appointing a proxy using an electronic proxy form and shall enable such members, as an alternative to appointing a proxy using an electronic proxy form, to appoint a proxy using a paper proxy form upon written application to the Secretary or by such other means and/or to such other person as the Charity may notify to the members.

(5) References in this scheme to a "proxy form" include either or both of the alternatives provided in accordance with paragraph (4) above.

(6) A member may not vote by proxy unless a completed proxy form is received by the Secretary not less than seven days before the day appointed for holding the meeting at which the proxy will vote on the member's behalf.

(7) The fact that one or more members of the Charity has not or have not received a proxy form does not invalidate the vote on any resolution."

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Explanatory notes

These notes do not form part of the Board of Trustees' resolution.

Clause 1: New definitions of “in person”, “present” and “in writing/written” support the proposed changes to the remainder of the scheme which allow members to attend and participate in general meetings and communicate with the Trust using electronic means. For example, all members who attend a general meeting will be considered to be “present in person” and therefore count towards the quorum regardless as to whether they attend a physical location for the meeting or they attend the meeting through electronic means.

Clause 1(4): A new definition of “place” will apply to clause 33(1) and 39(1) and will allow meetings to take place in a physical or electronic place (or a combination of the two).

Clauses 16(6), 18(4), 18(6) and 18(9)(a): The default position under Clause 16(6) is for members to vote by post in Council elections. The Council may (at its discretion) allow members to opt in to vote electronically in Council elections. Under Clause 18 certain organisations (known as “appointing bodies” in the scheme) have the right to appoint a member of the Council. The list of appointing bodies is reviewed every six years by the Council. A ballot of members is then held to decide any changes to that list. At present the default position is the same as for Council elections in that the ballot is conducted using postal voting with electronic voting as an alternative. The proposed changes to Clauses 16(6), 18(4), 18(6) and 18(9)(a) will update the default position so that members vote electronically in Council elections and appointing bodies' ballots. The Council will be required to allow members to opt in to vote by post in either or both cases. The proposed changes will also give the Trust flexibility to decide the methods by which members may opt in to voting by post. For example, by writing to the Secretary (by post or by email), or when technology allows, by a member updating their preferences by other means.

Clauses 32, 35(8), 35(9) and 35(10): At present the notice and agenda for general meetings and any accompanying members' resolutions and associated statements are sent to members in the post. The notice and agenda for extraordinary general meetings may be sent by post or the Board of Trustees can decide to publish them on the Trust's website, in a national newspaper or in another manner. The proposed changes to Clauses 32 and 35(8) to 35(10) will give the Board of Trustees the flexibility to determine how the notice and agenda and any members' resolutions and associated statements are made available to members.

Clause 33(1): The proposed change to Clause 33(1) will allow the Trust to determine the format of the meeting, in other words whether it should be held at a physical location or by electronic means or a combination of the two.

Clause 34(2): The Board of Trustees will continue to present the Trust's Annual Report and Accounts to the AGM and copies will continue to be available on written application to the Secretary. The proposed change will ensure they are also available electronically, recognising that it may be impractical for copies to be available at an AGM where the AGM is held in whole or in part by electronic means.

Clause 35(1)(b): The proposed changes clarify the time by which notice of a members' resolution must be received by the Secretary to be considered at an AGM, being 5.00pm on the relevant day.

Clause 35(2)(a): The proposed changes clarify that for the purpose of receiving notice of a members' resolution a working day does not include a day which is a public holiday in England.

Clause 35(2)(b) and 36(4)(c): At present all members' resolutions and members' requisitions for an extraordinary general meeting must be signed by the appropriate number of members in wet ink to be valid. These new sub-clauses give the Board of Trustees the flexibility for the future to introduce alternative ways of validating members' resolutions and requisitions. Details of any approved alternatives will be made available to members on request.

Clause 36(2) and 36(5): The proposed change allows the Board of Trustees to convene an extraordinary general meeting by email or by any other electronic method as well as by post or by publishing a notice (as is currently permitted).

Clause 37(4) and 37(5): These new provisions will allow the Board of Trustees to determine that a general meeting should be held in a physical location, or by electronic means, or by a combination of the two. It will allow the Board of Trustees to introduce measures that apply to members and their proxies when attending general meetings, for example by requiring members and proxies to pre-register attendance, or by limiting the number that can physically attend where it is expedient to do so (whilst not allowing the Board of Trustees to limit attendance by electronic means).

Clause 39(1): The proposed change removes the obligation on the chair of a general meeting to obtain the consent of the meeting to adjourn. This is required in particular to address a situation where there are insufficient members to form a quorum and the consent of the meeting therefore cannot be obtained.

Clause 40: The proposed changes will require all votes to be taken as polls rather than by a show of hands. As well as being a more accurate reflection of the views of members, this will allow the Trust to hold meetings in whole or in part by electronic means and the Trust can use advances in technology to collate votes electronically. In addition, at present the default position is for all proxies to be appointed using a paper proxy form with electronic proxy forms as an alternative. The proposed changes to Clause 40(4) in particular will update the default position so that members appoint proxies using an electronic proxy form. The Board of Trustees will be required to allow members to opt in to using a paper proxy form in the alternative. The proposed changes will also give the Board of Trustees the flexibility to decide the methods by which members may opt in to using paper proxy forms in the same way as a member may opt in to postal voting. Proposed changes to clause 40(6) are to clarify how members vote using a proxy.

Notice of election to the Council

A ballot is held each year for the election of Council members. This year we expect six vacancies. Successful candidates will join the Council for three years from the AGM.

About the Council

The main responsibilities of the Council are to appoint the Trust's Chair, Deputy Chair and members of the Board of Trustees (our governing body) and to hold them to account.

The Council is comprised of 36 members, 18 members are elected directly by you and 18 are appointed by organisations which you elect every six years. The Chair is also a member of the Council. All Council members are volunteers. Each serves a term of three years, with a third of the positions being filled each year.

The Council's annual report is published in the Annual Report and Financial Statements. For more information about the Council and who its members are visit:

www.nationaltrust.org.uk/features/the-council

About the election and this year's criteria

As a direct impact of the 2020 coronavirus pandemic, the Board of Trustees and Council sought and were granted approval by the Charity Commission to cancel last year's election. The cancellation arrangements included extending the terms of existing elected Council members by one year. Consequently, the terms of those Council members whose terms were due to end in October 2020 will now end at the 2021 AGM. This arrangement preserves the balance of six election vacancies arising each year.

The National Trust's constitution requires the Council to hold an election every year, to identify the skills and experience of new members that would best meet its needs over the next three years, and to recommend the candidates who best match these needs.

The election process is managed on behalf of the Council by its Nominations Committee. This year's members were Anne Casement (Chair), Elizabeth Hamilton, Duncan Mackay and Karen McArthur (independent external member).

The Nominations Committee's task is to recommend to you those candidates who most closely meet the criteria agreed by the Council. The Council is keen to improve diversity generally across its community, and this year also sought applications from people who met the general skills and experience criteria detailed in the Governance Handbook which is available at www.nationaltrust.org.uk/features/governance-handbook

This year we expect six vacancies, with successful candidates joining the Council for three years from the AGM.

The Nominations Committee's recommendations

The six recommended candidates are: Sandy Nairne, Caroline Kay, Min Grimshaw, Philip Monk, Sarah Green and Christopher Stewart.

These candidates each met a range of the required criteria, demonstrated a clear passion for the Trust and between them offered a balance of skills that support the Council's likely needs over the next three years.

While the Nominations Committee has made its recommendations you can, of course, vote for whoever you choose.

How to vote

The profiles of all the candidates are set out on pages 27-42.

Voting in this election can only be done in advance of the AGM.

Voting closes at 11.59pm on Friday 22 October 2021 – see page 43 for details.

Your candidates

Read the statements and cast your votes by Friday 22 October 2021.

Nicola Would

Kent

I am putting myself forward for the Council election as I want to utilise my business skills as well as my keen interest in nature to look to support great environmental and conservation work.

In my role for AGCS I use my extensive business knowledge to support the portfolio and board group in deciding the projects that meet the AGCS strategic goals. This is something I feel meets much of the criteria for the Council.

I am also a director of a timber framing firm which creates hand crafted buildings as well as conservation and restoration of historic buildings, and are members of the Carpenters Fellowship. We have been National Trust members previously, and visited many sites nationally, particularly interesting was the conservation work on Ightham Mote, such work, is in part what inspired my husband and I to push into the timber framing and restoration of timber frames.

We also have a very keen interest in nature and supporting the environment. We own a smallholding that we are transforming back to a more natural state, after years of the previous occupants intensive farming. This has included hedge laying and replanting with native hedge and tree species. We now use electric vehicles, are moving our business premises over to solar and are Patreon supporters of Fully Charged which helps bring interesting and informed information about renewable alternative choices to the general public.

Huseyin Ali-Diakides

Greater London

History is a story and the National Trust not only supports that story but keeps it alive. Without it we would not know the origins of our land, or how we came to be who we are today. It is important to understand where we came from and who we were in order to understand where we are going and how we can progress in the future. The natural habitat tells another story, not only do we benefit from the many ways in which nature helps our physical and mental health, aesthetic and climate, but tells us of our history before cultivation and urban construction, going back to the ancient forest which once stretched across Europe.

I have always been passionate about both history and nature, so the National Trust is a natural home for me. I have previously worked at the Museum in London, both in the main campus and the docklands, have given talks at libraries, colleges and mosques on history and have studied archaeology. I have worked and studied in promotions and events coordinating, especially with, and encouraging, young people to be active citizens. Currently I am the fundraising officer for the Haringey Green Party, have been an active member of the Friends of Parkland Walk and XR Muslims, and have volunteered and worked for various charities and NGOs in various fields. I am just completing my Masters in International Relations, within which my dissertation is about lobbying governments on taking stronger action to combat Climate Change.

I hope to bring a lot of my expertise into the National Trust to continue the great work that it does.

Hannah Buckingham

West Yorkshire

As well as countless childhood experiences, I have had the great privilege to explore many National Trust locations over recent years, along with my husband, young son and dog. I hope to visit everywhere under the Trust's care in my lifetime. Having brought me such enjoyment, I would love to see current and future generations benefit in even more ways.

As an experienced and enthusiastic primary school teacher (with 14 years' experience both in the UK and Kenya), as well as a new mum, I am a strong advocate for introducing children, of all ages and from all backgrounds, to the treasures that the National Trust has to offer. Whether this is through family or school visits, I am passionate about connecting future generations with the heritage and natural beauty that the UK has in abundance. Through engaging children we protect the future of such places.

Whilst I can contribute an extensive and relevant range of skills and experience to the Council, I hope I would also bring enthusiasm, dedication and joy to the role, balancing careful and thoughtful governance with passion and innovation. When I embark upon a task, it is with my whole heart. I would seek to oversee the preservation of all that is wonderful about the National Trust, alongside developing it for the future.

I believe that my skills and experience, as well as my passions for history, literature, local produce and the outdoors, would be of service to the Council, the Trust and its members across the UK.

Alan Plumb
Oxfordshire

As a long-time supporter of the National Trust I have thoroughly enjoyed taking advantage of its growth and change as a regular part of my family's recreational life. Brought up on a small Norfolk farm, my early career was in London, which sharpened my appreciation of what the National Trust can deliver to urban dwellers through providing facilities and access to green and interesting places.

My working life involves giving guidance on the management of woodland, farmland, tourist and leisure attractions, for those whose livelihood it is, sensitive to wildlife, nature and climate change, and to encourage all to visit and enjoy what special buildings and landscapes can offer. This has given me a UK-wide network very supportive of the National Trust.

I fully support the carbon neutral agenda and the move to renewable energy. I am a member of my local Wildlife Trust and the Woodland Trust.

I regularly help charitable trustees of diverse organisations to solve complex problems, whilst complying with their statutory duties. I have at times been employed in this capacity by the National Trust.

As chair of a parish council, I deal with local issues where reaching consensus is desirable if sometimes difficult, but as the current health crisis shows, when Britain's diverse rural and urban communities pull together, hard work, determination and conviviality can cause great things to happen.

I am a keen walker, enthusiastic historian, avid gardener and strong advocate of conservation and promotion of the best of our natural and built environment for all to enjoy, whatever their background. It would be a privilege to contribute my time and experience to the National Trust.

Sandy Nairne
Greater London

After six years as a Trustee I am eager to extend my support for the National Trust as a member of Council. Between 2002 and 2015 I was director of the National Portrait Gallery and closely involved in developing the partnership with the Trust at Beningbrough Hall and Montacute House. This gave me an insight into the Trust's responsibilities across its outstanding houses, collections, gardens and estates, and its vital work in historic display and conservation, and over the last six years I have learned a great deal more.

I am a writer and curator and have spent much of my working life with art and collections, though I'm equally passionate about the outdoors and spend time (whenever possible) out walking, or on the Thames. I have much experience of governance and advisory work in the heritage and charity sectors, whether as Chair of the Fabric Advisory Committee at St Paul's Cathedral or overseeing the work of the Maggie's Art Group, supporting Maggie's cancer care centres. Having built up skills in strategy, policy and audience development, I am well practised in supporting an executive team while ensuring a national organisation is accountable to its members, to local communities and to national interests.

This is a hugely challenging time for the National Trust and I very much hope I can represent members (and enthusiastic volunteers) as it rebuilds its operations and seeks to renew investment in important collections, buildings and landscapes. There is much to do and Council can help guide the Trust in its longer-term thinking: whether on environmental and nature conservation, architectural and collections care and presentation, or urban and rural renewal.

Lisa Manning
Bedfordshire

A love of nature is often intrinsic, unfortunately this does not apply to everyone.

I have continued to nourish my enthusiasm for the natural world and commit to pursuing an environmentally focused career. I spend my free time outdoors as no day in nature is the same. The National Trust manages many areas near my home in the Chilterns where I spend countless hours, I volunteered here as well as volunteering while at university.

Without question I am capable of holding the Board of Trustees accountable in providing the best service they can. I have watched people in positions of power make negligent decisions without consequence and this frustration is what drives my generation in the fight for our planet's future. Simultaneously, I am a very fair, respectful and open-minded person, making me determined and just fit for this role.

I have studied both social and physical sciences at university and now in my final year I am as confident in my understanding of political, economic and social issues as I am in physical environmental issues, strengthened through my internship with the Green Party. However, there is always more to learn. Frequently seeking extra online talks, free open university courses and utilising social media I look to gain extra insight, particularly from marginalised voices. I can provide a perspective of someone from a lower income background and aim to make nature feel accessible to all.

I believe that collective action is the most promising way forward to protect our planet and would love nothing more than to be a Council member amongst like-minded people, all striving for a more positive future for us all.

Tracey McGeagh
Merseyside

A National Trust member for over ten years, I couldn't be a more enthusiastic advocate. I regularly visit Trust properties across the country and have enjoyed the development of family-friendly additions, and ongoing broadening of access. With a strong personal interest in heritage, the arts and sustainable gardening, I believe my commitment to the aims of the Trust, combined with my professional skills, would help me make a significant contribution to the Council.

With 20 years' experience of management in high-profile national arts and heritage organisations, I have substantial expertise in growing and diversifying audiences and a deep understanding of destination and attraction marketing. From 2005 to 2019 I was Director of Marketing and Communications for the largest cultural organisation in the North West. At National Museums Liverpool (NML) I was responsible for promoting the individual museums and galleries to external audiences, facilitating the broadest possible access.

I have a thorough understanding of governance, having served on numerous boards and Community Interest Companies since 2001. I have been an energetic and collaborative member of these committees and was pleased to be re-elected on several occasions.

As a chartered marketer, I have led brand development and strategic marketing for culture and heritage organisations and have insight and expertise in other key areas relevant to the Trust, including fundraising, education, the food and beverage business and the environment. I have demonstrated my passion for inclusion, driving forward workforce and community diversity, founding Community Interest Companies with partners and contributing to mentoring programmes.

If elected to the Council, I would bring energy and insight to support the Trust to achieve its aims and improve the customer experience still further.

Gabor Balint
Hampshire

As a member, I have been able to enjoy and support the work of the Trust for many years. It would be a privilege if now I could contribute to the ongoing success of the organisation. Covid-19 has created significant operational and financial challenges and I am confident my extensive governance, strategy formation and financial management skills could add significant value to the Council.

For over 20 years with the HSBC Group, I held various positions of responsibility in financial and strategic planning, project management and business governance in London, New York, San Francisco and Paris. In my last role, I established and ran effective governance and business management structures covering 10 teams and 150 professionals, with a budget of GBP30+ million. I am now semi-retired, running my own financial literacy education practice and acting as Treasurer of a mental health charity, focusing on passing on my skills and experience in coaching and non-executive roles.

Although I don't have direct/volunteering involvement in the work of the Trust, I feel my understanding of responsible investing from my Asset Management past helps me align with the ethos and aims of the Trust. In my view, Boards and Councils require deep thinkers who spent their career challenging, advising and supporting senior managers and who are neither daunted by complexity nor jump to conclusions but find the balanced approach to arrive at the optimal outcome. This has been my whole professional life. I have worked with the widest range of people, aiming for the best outcome regardless of conflicting or competing views or personalities, focusing on rational analysis and consensus building. I would be honoured to act as Councillor.

Mike Ward
Greater Manchester

I grew up in North Wales in the 1980s and my childhood memories are filled with the Trust properties that we avidly visited on weekends and holidays – I still remember the excitement of spotting a family surname at a castle, cotton mill or country house and wondering if I was somehow related.

This fascination with our shared history – particularly how people connect to and shape our places and landscape through the centuries has stuck with me into adulthood.

Recently I began researching the Victorian industrialist and philanthropist whose family built my house in Altrincham on land from the Dunham Massey estate. This had led me to volunteer with Friends of Bowdon Churchyard – a local community group restoring a 17th century graveyard.

I have spent nearly 25 years in the retail and hospitality side of the transport industry in both railways and aviation. I have had the privilege of being accountable for many historic buildings including high profile stations such as Grade I listed King's Cross in London; Victorian engineering depots in York; art deco offices in Paddington; and modernist bus stations in London.

There are many parallels between transport locations and heritage attractions. Guests are there for a relatively short period and may be unfamiliar with the layout or how to get the best out of their time, they can also suffer from congestion due to peaks and troughs in visitor numbers.

I have used my experience to advise the London Transport Museum and Merlin Entertainments on their commercial visitor offering; and I have recently begun volunteering at Tatton Park in Cheshire, supporting the team there with fundraising initiatives. I believe that I could bring similar insight to the Trust.

Graham Frost
Buckinghamshire

One of the first things I did in 2002 upon returning to the UK from 20 years working in executive roles overseas, was to join the NT. As a consequence of working in four different continents, I learned much about other global cultures and their heritage and I wanted to study ours further to leverage the NT as a means of showing my overseas visitors what Britain is all about. I am very proud of what the NT provides and has achieved and want to give my time back as a Council member to assist growth in this important market.

I bring substantial international board experience, a lifetime of delivering modern IT and digital transformation and many years providing charitable pro bono work through my membership of a London livery company. I have closely studied what makes successful teams and an inspired work force motivated to deliver outstanding performance and will work diligently in providing my time, skills and experience to the benefit of the NT.

Finally, I am a joint full-time carer of a mentally handicapped and poor sighted sibling, who is also an NT member and believe my understanding of this sector could prove invaluable in improving the wellbeing of this community.

Zohir Uddin
Greater London

My motivation to stand as a Council member stems from a critical need to promote awareness and accessibility of the National Trust to communities of colour across the UK, in particular those from an ethnic minority background in inner-city areas.

I trace the importance of this all the way back to the original founding of the National Trust. Octavia Hill argued that 'the sight of sky and of things growing seem to be human needs, common to us all'. This is as true now as it was then.

The pandemic has made us all realise the collective debt we owe to the natural world, and that its continued protection can only be achieved if we include all parts of our society. With its mandate to protect our common heritage for future generations, I feel that the National Trust is in a unique position to play a leading role in bringing people and places together.

National Trust's research last year highlighted the 'inequality of access to nature'. As a child of South Asian immigrant parents growing up in one of the most socio-economically deprived neighbourhoods in London, I am determined to work towards greater opportunities for those facing this inequality to more easily experience the wild and wonderful green places dotted around the UK. For me, this is a challenge of the upmost importance for the National Trust and a perception that needs to be changed if the organisation wants to be truly representative.

If elected as a Council member, I would be eager to put forward bold new ideas on partnerships, campaigns, fundraising and other activities which will help create tangible and lasting change.

Caroline Kay
Wiltshire

I write this as we begin to emerge from a year of immense challenge for the Trust (and the world). If re-elected to Council I would hope to bring continuity, a recognition of lessons learnt, and a demonstrable commitment to the long term interests of the Trust both during and beyond the current emergency.

My recent 14 years as CEO of Bath Preservation Trust and a 35-year career devoted to the cultural and heritage sector, both nationally and regionally, provide the professional backdrop which I bring to the Trust. A Trust member since my 20s, I have since 2013 been involved in governance roles with the Trust – South West Regional Advisory Board, then the Council and since 2018 as a Trustee.

I have specialised professionally in cultural institutions and the built heritage, but the joy of the Trust is that it is very broad in its reach, from countryside to beaches to industrial archaeology to fine art. This gives the Trust a unique capacity to engage and bring meaning to people of all backgrounds and interests, and I passionately believe that it has a duty to keep its scope wide-ranging, its conversation diverse and its vision long term.

The Council is a valuable mechanism to encourage and remind the Trust to look outwards and act in partnership with others. Serving as Council member and Trustee has meant I act as a bridge between the Council and the Board, an essential part of our constitutional structure, and am willing to take up the interests of Council members, volunteers and members as appropriate.

It would be an honour to continue to serve on the Council for a further term.

Standing for re-election. Attendance in last term: 10 out of 12 meetings.

Andrew Powles
Northamptonshire

I don't know about you, but I've felt quite sad over the last year watching the Trust investigated by the Charity Commission, and seeing so much energy expended on the interim report on colonialism and the slave trade at the virtual AGM. Can we not just pursue a 'retain and explain' approach to our history?

If elected, I'll endeavour to ensure our Trustees always take a balanced approach, and fully consider the reputational issues of decisions to be taken. For example, I feel uneasy when I read about the Trust's Director of Experience condemning the 'outdated' mansion experience and seeking a purely 'audience led approach' – can't we have both?

The National Trust is the most successful heritage organisation in the world, and I have been privileged to be a life member for nearly 40 years. I have lost count of the wonderful days out I've had visiting country houses, immaculate gardens or just walking in open countryside.

I am currently a Trustee of Northamptonshire CPRE (the Countryside Charity), and Chair of the local Civic Society. In both roles I greatly enjoy working with other volunteers in the community focussing on making both the countryside and town a more pleasant place to visit and live.

During my career in Human Resources, I've worked in the voluntary, public, and private sectors where I have gained experience in shaping strategy, asking the difficult questions and constructively challenging.

The Trust must learn from the last year and ensure reports and actions are always linked back to its purpose. This will allow our diverse membership to understand why decisions are taken and be reassured, which should also restore trust.

Martin Bloom
Bristol

Founder and Managing Director of Insight Retail Consulting, I am known in the industry for my expertise in developing and expanding retail and restaurant businesses into major, national multiple brands. I hold a BSc (Hons) in Estate Management and trained in London where I qualified as a Chartered Surveyor over 20 years ago working within the consumer sectors. I further went on to launch Insight Consumer which was responsible for customer research and mystery assessment programmes. Working with many entrepreneurs in the retail and hospitality sectors, I have developed a unique position where I have a great understanding and experience in the role property plays in any business as well as the relevance retail operations has on customer satisfaction, hence, I bring objectivity to any operational business plan. A team player, I am an enthusiast for creating and developing new business opportunities.

Successes in which I have had a direct role and impact include the Loungers Group, Vue & Everyman Cinemas, Las Iguanas, River Cottage, Boston Tea Party, and retailers such as Joules and Seasalt.

Rebecca Bramwell-King
Buckinghamshire

I am a supporter who cherishes the Trust's excellent work and would like to expand that support by standing as a Council member to further the Trust's strategies and vision.

The Council is the guardian spirit of the National Trust and as part of the Council I will help to maintain a diverse and effective body that meets the standards of good governance and to positively contribute to the Trust's work.

The Council is a vital part of the National Trust, especially in its role of ensuring openness, transparency and accountability and ensuring it achieves its mission efficiently and effectively.

With experience as a member of different Councils and Committees I would help achieve these goals. I am familiar with financial and annual accounts, as well as corporate and trust documentation. In my current working role, I am fully aware of the impact actions can have on reputational risk and the need to minimise these whenever possible. I have experience in relationship building with both internal and external bodies. I have become an effective conduit for raising ideas and issues. I have also become a strong advocate of bringing out the best in fellow staff and to provide avenues for development. Within my current Council role I monitor, execute and promote the fulfilment of strategies. I encourage junior cohort to engage effectively and meaningfully with senior management.

I would bring relevant experience to strengthen the skills base of the existing board. I have experience and skills which would benefit the Trust and would consider it a great privilege to serve as a Council member. I would perform my role with energy, enthusiasm and integrity.

Dr Steven Lindall
Hertfordshire

I am a retired NHS GP, and aside from my clinical duties, I was the Managing Partner of the Practice, and therefore responsible for the wide variety of administrative, financial and personnel roles that came with running a business with around 20 members of staff, an annual turnover of around £900k, and a responsibility for approximately £50–60 million of public money annually.

Additionally, I was an active member of many local, and some national NHS committees.

My Practice was in the forefront of various NHS IM&T projects, and we were additionally one of the highest, and frequently the highest scoring Practice in the PCT in terms of various quantifiable measures of patient care.

The above explanation is to demonstrate that I have significant experience of committee work, (including design, commissioning and advisory roles), financial responsibility, the design, implementation and overseeing of effective strategies, in addition to general management experience.

I have been a life member of the National Trust for just under 25 years. (I am also a life member of English Heritage and the RSPB). I am also a keen photographer (LRPS).

I believe that as a consequence of my life experiences to date, there is much that I can offer the Trust as a Council member and would endeavour to give wholeheartedly should I be appointed.

Amy Heuer
Greater London

When the lockdown recently started to lift, one of the first things I was determined to do was book a National Trust Easter Egg Hunt. So many of the National Trust's activities are a part of my family's celebratory traditions throughout the year – from autumn walks and half term activities to the Christmas markets where you can wander around in awe at the beautifully decorated houses.

My hope to join the Council goes beyond my love for all of the amazing offerings that the National Trust provides. I believe my professional experience can help to support the responsibilities of the Council. For the past decade, I have worked at the Bank of England carrying out similar responsibilities for the financial sector as a bank supervisor. I have worked on all aspects of governance, from approving board members of financial services firms, ensuring boards are delivering against the firm's strategy, and reviewing if governance structures are appropriate and functioning as they should. Internally in the organisation, I myself have chaired committees, working to ensure we deliver against objectives and follow appropriate governance structures.

My professional background also includes heading a large division of people in carrying out operational functions at the Bank of England. I have experience managing budgets, headcounts, and quality assurance processes. I believe these experiences will provide a strong foundation in fulfilling the role of a member of the Council.

My professional work in central banking has always had an undercurrent of serving society and the needs of citizens. I would be grateful for the opportunity to join the Council to support the National Trust in its vision 'for ever, for everyone'.

Gareth Lewis
Northumberland

Born and schooled in Newcastle upon Tyne before studying for a BA in Marketing and Textiles at the University of Huddersfield.

A career in PLC Brand Marketing and Lifestyle Retailing passing through marketing management and directorships into general management (CEO) of successful brand and design-oriented businesses.

Latterly operating a management consultancy for a diverse range of SME's advising in strategic development, business control and brand marketing.

I have been a family member of the NT for 40+ years as an adjunct to deep interests in interior and architectural design and history.

I have long wished to be more involved with the NT but have rarely had sufficient spare time to allow any formal involvement.

We recently moved to the Scottish Borders and I have taken the opportunity to reduce my business interests leaving me time to pursue personal interests with an active involvement in the NT at the top of my list.

I can offer excellent business experience a profound understanding of lifestyle brand development and a close affinity to interior, landscape and architectural design.

A role in the national or regional development of the NT would be of equal interest to me and I would happily commit as much time as necessary to providing a successful engagement in the NT team.

A background in PLC boardrooms and advising businesses as a consultant provides first class experience in strategic management, corporate governance and practical experience in creating, delivering and monitoring strategic plans.

Min Grimshaw
West Midlands

Like many, this past year has made me reflect on what is important to me, my family, the local environment and community. I know I am in a very fortunate position and want to make a positive contribution.

I have an Economics degree and am an accountant but not just a 'number-in-a-box' type. I've spent my career working with operational, asset and customer teams which has led me to develop a better rationale for making long term investment decisions. I've led the development of business plans in the water sector, working with the Environment Agency, Natural England and the Consumer Council for Water. I've shaped strategy and responded to challenge at an Executive and Board level.

I have a modern, blended family (two sons and a stepson). My husband is a Lancastrian, and I'm an Essex born daughter of working-class Punjabi Sikh parents. I see lots of issues to do with race and class and would say we have much more in common than we think.

I've been a National Trust member for over a decade and have seen much improvement, particularly on environmental stewardship. There is undoubtedly more change to navigate, including how to share the story of the past in an honest and calm way. For me, the biggest challenge is how to maintain the estate while making it more accessible to a wider group of people, all at an affordable price – how are initiatives prioritised? Like many of my background, I was not exposed to historic homes and the countryside as I was growing up. Encouraging this would help build a better society, not just a better National Trust.

Lorrie Goodlad
Buckinghamshire

I have been a member of the National Trust for around 40 years. Initially as a young teenager under a family membership. As soon as I could afford, I took out a single membership. Ten years ago, this converted to a family membership for me, my husband and his two children. Now both over 18, I hope they too will embark on a lifetime love affair with the Trust!

My volunteering experience includes:

- looking after children through a scheme specifically designed for parents with children who have learning disabilities. Giving parents valuable 'time off' and taking children on enjoyable days out.
- six years as a member of a village social and charity committee.
- five years displaying my garden for charity for a village 'open gardens' event.

A career within sales promotion and consumer rewards, and formerly as Head of Client Services, has given vast experience working with major brands, understanding consumer behaviour, developing campaigns to attract, retain and reward loyalty.

From 2017–2019 I was a member and then Chair of Sodexo Benefits & Rewards Employee & Engagement Committee – promoting and educating through the business:

- Cultures and Origins
- Gender and Sexual Orientation
- Disability
- Age Equality
- Diversity and Inclusion

Throughout 2020 I retrained as a professional Interior Designer and Mental Health First Aider. Setting up my own business in 2021 to help individuals and families have homes for wellbeing.

I live with my husband in a Grade II listed barn, and we are currently creating a wildlife garden and pond from what was once a farmyard.

Sally Hunt
East Sussex

If elected I will strive to be a Council member willing and able to speak for a Trust which is accessible to all regardless of where you live and where in society you are. In this modern Britain we do not always appreciate the forethought of our forebears when they created this treasure. The lockdowns we have all experienced have shown us their wisdom in creating and preserving access to outdoor beauty. Going forward the National Trust needs both care and context. Understanding the history of our country, rich and poor, slave and free, industrial and rural is how we will enable the Trust to go forward.

As sites re open, their role as doorways to history and nature need to be maintained. Access to them needs to be continually encouraged.

I was General Secretary of the University and College Union for 16 years. I represented the TUC as their National President. I served on the National Council of ACAS for six years. Membership organisations must have a membership voice at their heart. If elected I would use my skills and beliefs to work for that.

Claire McQuillan
Kent

I began my career in heritage with the National Trust over 10 years ago as a conservation volunteer at Smallhythe Place and then through the brilliant Conservation Intern Programme at Polesden Lacey. The training I received through the National Trust has allowed me to build a successful career in heritage, working within the Collections, Conservation and Curatorial Teams of both national and independent museums and heritage sites. I have headed up conservation treatments on newly discovered archaeological finds, researched and delivered exhibitions and contributed to multimillion pound nationally funded projects. In 2018–19 I coordinated and oversaw the rehousing of an important maritime archive collection, working with multiple stakeholders to bring the project in on time and on budget.

Prior to training in heritage, I had a successful career as a teacher and I have always sought to integrate the ‘behind the scenes’ aspects of conservation and collections with the visitor facing areas of the institutions I have been involved with, giving visitors the chance to gain a deeper understanding of how our heritage is cared for. The opportunities that our special, amazing places give us to learn about history, heritage, ourselves and others should never be underestimated, and the possibilities of inspiring everyone to better things through these wonderful places, now and forever, is what drives me.

I have gained much experience over the last decade and would love the opportunity to contribute to the organisation that began it all for me as a member of the Council.

Geoff Nickolds
Nottinghamshire

A significant part of my career was with Severn Trent Water where, as Conservation, Access and Recreation Manager, I was responsible for recreation, access and biodiversity issues. This included over 40 recreation and countryside sites receiving over four million visitors each year; facilities included visitor and education centres, restaurants, access trails, car parking, bird hides, water sports and extensive forestry.

Subsequently I chaired an Environment Agency committee, encompassing fisheries and conservation and strongly promoting a natural approach to flood risk management. As a member of the Peak District National Park Authority for eight years my focus was on conservation and access. I chaired the innovative Moors for the Future project, the largest upland habitat restoration project in Europe, delivering significant benefits to flood relief, water quality and wildlife. I retain a keen interest in the uplands and wish to see them fully restored with a full assemblage of wildlife (including raptors) and accessible to all. The National Trust should continue to lead the way in this vital work through the management of its estate and I would challenge them to do so.

Other relevant experience includes committee membership of the Heritage Lottery Fund and a role as a Visitor Attraction Quality Assessor for VisitEngland, providing contemporary insights which would enable me to guide and support the Trust in achieving its impressive ambitions to conserve and promote understanding of our heritage, while providing sustainable access.

My Trust membership for over 30 years has provided many inspiring and memorable experiences. As a Council member I would be keen to ensure that such exceptional experiences continue to evolve and inspire, while being as widely accessible as possible.

Emma Mee
Cambridgeshire

The last year has taught me, as a mother of two young children, the importance of being positive. Throughout home-schooling, working from home, living within a tiny bubble of our own four walls and run-down local play park, we’ve just had to keep going.

My role within the Trust’s Council has brought home quite how challenging it has been for others to keep going, and I’ve been amazed at how positively those in the Trust have managed to. The attraction of the Trust’s properties, the beautiful images of the coastline walks and the promise of adventures outside of county boundaries have never been more seductive! The future of the Trust is assured in terms of how we as a nation value time spent in nature. Now the challenge to meet this need begins.

My background in climate change, now supporting innovative and impactful start-up businesses to bring forward the solutions that we need to tackle and adapt to the threat, highlights the challenges ahead. Communities are stronger and more ambitious after Covid, and are engaged effectively around issues such as tree planting and nature restoration. This puts the Trust in a vital leadership position to demonstrate action in parks and cities as well as building resilience throughout rural landscapes. I believe more can be done in collaboration with others, to move positively ahead with bigger and bolder initiatives, engaging more diverse communities and bringing more people together over natural restoration projects and social inclusion activities. I hope to continue to serve this goal within the Council and be part of creating this positive future.

Standing for re-election. Attendance in last term: 11 out of 12 meetings.

Michael Goodhart
Cambridgeshire

I am a retired Conservation Accredited Architect and I have been an enthusiastic volunteer gardener at Wimpole Hall for more than six years. I advise Cambridge Past Present and Future on planning and heritage matters, representing them on the Cambridge City Council Design and Conservation Panel. Through CamValleyForum.uk, I chair the Cam Safer Swim Initiative to reduce pollution in the Chalk spring’s fed river that flows through Cambridge and to seek Defra Bathing-Water Designation. I look after Grantchester Church and its churchyard rewilding project.

I tried to contribute to Wimpole Hall’s development proposals, but the consultations seemed focused on keeping volunteers informed rather than considering suggestions. With my experience in option studies, estate appraisals, project management and repairs to historic buildings, I believe that I am able to assess National Trust projects at various stages.

In the recent National Trust Reset Consultation I suggested that some of the Trust’s unessential and uncontracted assets be sold to cover the cash-flow shortfall caused by the pandemic. I also suggested that the furloughed staff might, instead, be gainfully employed in growing more fruit and veg in the gardens and seeking new outlets for the produce. I expressed concern that the one-ticket policy was making access to Trust land unaffordable to many and was therefore not consistent with the National Trust’s motto of being for everyone.

I am very supportive of the National Trust. The Trust’s strict code of conduct means that my influence would be limited. It is certainly not my intention to upset any apple carts, however by having a voice on the Council, I may be able to save some good apples from tumbling off those carts.

Eric Hepburn
West Sussex

My journey with the National Trust started at age 21 when my parents gave me my first membership. Since then the Trust has been a part of the lives of my family and me for nearly 40 years now and there is barely a month that passes without a visit to one of the beautiful National Trust locations around Sussex and the neighbouring counties. And I can definitely recommend a stay at one of the Trust’s cottages!

So why do I want to stand for Council membership? I was a public servant for the past 20 years, working for the Cabinet Office, Foreign Office and Parliament and I am keen to use the skills I learnt to help the Trust as it sets its future for a post-Covid world. I’m a qualified accountant and have experience of assessing the viability and success of major construction and IT projects. I have hands-on experience of renovating some of the nation’s most iconic buildings (Downing Street, Palace of Westminster) and I believe in ensuring that money from members is carefully used to maximise the enjoyment of members. I have a particular interest in ensuring the Trust works for families and those with disabilities so everyone is afforded the same opportunities to visit the Trust’s wonderful locations. I worry about climate change and the effect this is increasingly having on our children and future generations and I will work hard to ensure the Trust plays a leading part in helping to address this.

Thank you for taking the time to read my election statement.

Philip Monk
Cumbria

As an environmental scientist, geographer, teacher, and father of a young family, I bring a unique mix of skills, experience, and perspectives to the Council, allowing me to make a meaningful contribution across all four strands of the Trust’s strategy.

I have practical conservation experience as a local National Trust volunteer Ranger and academic experience reconciling conservation and landscape management, development, and low-carbon energy that will help the Trust ‘look after places in our care [and] where people live’.

As a Chartered Geographer, I understand the value of habitats and landscapes the Trust is working to protect, the interconnections between them, and the different ways in which we can manage them. As a scientist, I can apply my knowledge to make productive contributions towards ‘restoring a healthy, beautiful natural environment’. As a teacher, I’m able to communicate their value and give nature a voice.

My education experience – including volunteering, extensive time in the classroom across several schools, and organising field trips across the UK – enables me to support the Trust in ‘creating experiences that move, teach and inspire’. I’m particularly keen to encourage the greater educational use of Trust land to reconnect people with landscapes and nature and help the Trust provide the places and spaces needed as we recover from the pandemic.

My previous experience on Council between 2016–2019, in which I volunteered significant extra time to support the Council’s work and improve its effectiveness, provided me with the governance experience to immediately make an effective contribution.

Your support will give me the opportunity to make a difference.

Rebecca Watkins

East Yorkshire

Hello, I am a determined young lady, with great experience and expertise in archaeology, project management, heritage conservation and community engagement. Driven to bring about positive change to our streets, neighbourhoods and communities, I am an ambassador for improving both our natural and historic environment for the benefit of the people and the preservation of our important heritage. Motivated, strong and capable, I am committed to rebuilding both heritage and community and see the future of both our natural and historic environment as one integrated with the community.

The National Trust was 'founded on the simple and enduring idea that people need historic, beautiful and natural places. They offer us perspective, escape, relaxation and a sense of identity'. I strive to be a 'champion' and advocate for the same values and vision; a 'change-maker for the full breadth of heritage'. I want to bring about positive change, whereby local people are inspired to invest energy and time into looking after and engaging with their local heritage, keeping the memories and historic past alive, and preserving the natural and historic environment which we all love for future generations. I am devoted to inspiring, leading and resourcing local community groups and interested individuals, so they too can look after their national heritage, and through my role as Director and Project Manager of DREAM HERITAGE CIC (a not-for-profit), I regularly lead successful community heritage projects and green initiatives. With a heart for community, young people and heritage, I would bring a very real and unique perspective to the Council, whereby the voices of the people are heard and new, fresh ideas are explored.

Robert Williams

Bristol

An experienced professional who has worked within the world of leisure, recreation, and golf-management for over 30 years.

Throughout my working life I have worked alongside commercial bodies as well as not-for-profit organisations, I have been instrumental in creating strategies and delivering them. Albeit there has been more than one occasion when I have had to review the agreed strategy and amend accordingly before achieving the end results.

In today's ever changing world, all types of organisations are having to readdress their plans, their strategies and assessing how they move forward, whether the time is now or in the future there will be a need for the National Trust to review the way forward. I have had to undergo those changes of direction in my previous roles and this is one that I would like to contribute and assist with.

Having managed leisure and recreational facilities for approximately 30 years, my last role was as Chief Executive of the Golf Club Managers Association (GCMA). Having decided to stand down in 2020, I am now looking to share my knowledge and experience and would welcome the opportunity to assist with the future of the National Trust.

As CEO I was responsible to a Board of Directors for an association that boasted approximately 2,000 members and was administered through a head office in Bristol and 16 regional managers. The GCMA provided golf club managers with a network of education, knowledge sharing, information and regular communication. It was a role I held for seven and a half years.

I now have the time, the enthusiasm, the energy and the willingness to learn to commit to the Council of the National Trust.

Sarah Green

Northumberland

As a family NT member, it's a privilege to stand for election for a second Council term. To date, I have been an active member and participated in Board and Chair appointment committees and the Commercial Advisory Board. My areas of focus include ensuring NT is diverse and welcomes all, NT's role in the Levelling Up agenda and in supporting sustainable communities including developing local suppliers and jobs.

With dramatic changes post Brexit and the Covid pandemic, it is critical that NT builds partnerships and manages its stakeholders to remain relevant to its membership, to politicians and to new diverse audiences. As current Chief Executive of Newcastle/Gateshead Initiative, a public-private partnership charged with attracting visitors and investment, and as previous CBI Director of Regions I have vast experience of membership organisations, partnership working and stakeholder management including developing trusted relationships with local and national government.

I am passionate about creating great places for people to live in and am currently completing a PHD scholarship at Durham University considering the current social, cultural and environmental context of English rural communities, I have a MSc in Urban Regeneration and qualified as a lawyer with Clifford Chance. This experience of rural and urban environments and the importance of good governance has proved useful in my role on Council.

I am excited about how the NT's clear role in climate change gives a great opportunity to engage next generation support. I am lucky to live with my children adjacent to the fantastic Northumberland NT coastline. My NT ambition is that everyone has the same access to clean air, biodiversity and open space.

Standing for re-election. Attendance in last term: 12 out of 12 meetings.

John Blackwell

Avon

My personal and professional passion is physical activity, sport and healthy living and I believe the National Trust has outstanding potential to offer truly unique active leisure experiences to local communities and members of all ages/interests. I would love the opportunity to offer my knowledge and experience to the Trust's Council and contribute to unlocking this potential.

As Compliance Manager with Parkwood Leisure, I support the safe management of three leisure centres in Bristol. The three venues combine indoor and outdoor facilities – from swimming pools, to multi-sport courts, to climbing walls. As part of this role I hold specialist certification in Health and Safety.

My 15-year career in running sport/leisure venues and activities has its roots from coaching in many sport/fitness activities whilst a student. During my degree in Sport, Physical Activity & Physical Education I was part of sports projects in the USA and Africa. I have been part of senior management teams at several leisure centres ensuring the best possible standards of facilities and activities. Providing training for staff (e.g. first aiders, lifeguards) has been an important part of my work and this led to volunteering my support for three years to The Chartered Institute for the Management of Sport & Physical Activity to help promote their professional development programmes.

The places of the National Trust are incredibly important to me, my wife and our whole family for walks and runs that have an incredible positive impact on our physical and mental health. There's so much potential to make the places of the National Trust an integral part of improving the nation's health – I'm excited to step up to champion this.

Sheila Ely

Gloucestershire

I am a Visitor Experience Surveyor and Ecological Survey Volunteer for the Trust. I have previously lived in the South East, the Midlands, the North East and Cumbria.

My role as a volunteer has given me experience of the difficulties that arise as a result of Trust properties having permeable boundaries; conflict of interest between nature conservation and excessive public use; the Trust's work relating to land management and the promotion of biodiversity and connectivity within the landscape; experience in carrying out a public consultation; the lack of understanding that the general public currently has of the Trust's wider work in environmental issues and nature conservation.

My early career was in the recording and conservation of buildings. In this capacity I worked full time for the National Trust; Cotswold District Council; the Royal Commission on Historical Monuments (England), and English Heritage, recording building of all ages. I am co-author of English Heritage's *The Birmingham Jewellery Quarter: An Architectural Survey of the Manufactories*.

As a result of having a son with special needs, I trained as a Special Educational Needs teacher and have 10 years experience of working in this field, latterly via outdoor education.

I am currently involved in an ecological survey as a volunteer with the Back-from-the-Brink Wildlife Survey. I am a member of the Ramblers' Association, Friends of the Earth and am a Scout Leader.

The Trust faces a challenging period in terms of fund raising. I feel I could help the Council see how to promote the Trust's work in different ways, so that a wider cross-section of people have an understanding of its work in nature conservation and in reducing CO₂ emissions.

Phil Hardy-Bishop

Kent

As a Chartered Civil Engineer and general philanthropist, I've worked and volunteered in a variety of organisations since 1996 when I did my first NT Working Holiday. I have supported and admired the Trust's work for many years and enjoy exploring coast and countryside properties as well as the Trust's houses and gardens.

I am a keen networker and have a significant personal skill in identifying and establishing synergies for mutual collaboration.

I can bring governance experience as I was previously a Charity Trustee to a substantial Benevolent Fund who managed estates as well as Finances. I have deep experience as a project delivery professional on small to immense infrastructure projects and I have an extensive knowledge of asset management. In my current employment I apply Technical Governance to Civil Engineering projects. During my career I have provided policy advice on Environmental and Sustainability matters to the Design Manual for Roads and Bridges. Whilst with the RICS I delivered their infrastructure strategy.

My current and past volunteering and community work includes: Scout assistant Leader; St John Ambulance driver, Round Table Chairman, Production Manager for a Theatre Company, Event organiser and I have run local street parades, large charity fireworks displays attracting up to 13,000 people as well as school fundraising events.

I have two children and a dog!

I stand able and ready to make a real difference.

Elizabeth Whitehouse North Somerset

I became a National Trust member in the 1970s and I have been a volunteer at Tyntesfield for 12 years, where I contribute to the Trust's work at ground level. As a member of the National Trust Council from 2016 to 2019 I learned more about the Trust as a whole. As part of my Council role I acted as an ambassador, represented the Trust on several occasions and raised various issues, for example by advocating disinvestment from fossil fuels. I also had the great pleasure of visiting Northern Ireland specifically to see seven Trust properties new to me.

I am a passionate supporter of the National Trust which strives to fulfil the vision of its founders so that everyone can have access to special places regardless of their background or where they live, as well as an opportunity to help. I support the Trust's progress towards a greener future, as it refines its consideration of the impact of everything it does, from how it powers and develops its properties to encouraging visitors to use creative means of travel using less carbon-intensive transport.

Covid-19 made the Trust's 125th anniversary year its most demanding ever, but as staff, volunteers, members and supporters return, the Trust will continue to do its enormously important work to tackle threats to the environment and to protect and uphold the land. At this challenging time, I hope to have the chance to serve the Trust again as a Council member.

Benjamin Pook Kent

Currently Head of Product Development at Play Verto Global LTD (a social enterprise specialising in data-led community engagement through the use of technology and playful experiences).

I lead on our online application that allows people to express their point of view by answering purpose-driven questions in a playful way, which retains around an 80% completing rate.

- I oversee the development and management of the product's roadmap based on the adopted strategies and vision.
- I provide leadership and overall direction to the product development, quality assurance of the tech platform.
- I am responsible for the analysis, design development, testing, documenting, video/animation integration and support of all products and supporting tools.

By gathering anonymised data to understand what issues people care about most, we can collectively advocate for systems change, whilst sparking curiosity and creative problem-solving for real-world challenges and have fun.

I was a founding member of Bite The Ballot, a grassroots organisation that became an international social enterprise, empowering young and marginalised communities to lead the change they want to see within society.

For many, all that's needed to make poor civic engagement a thing of the past is making politics simple, breaking it down into issues, and most importantly, offering them the space to share potential solutions.

Although it can sound scary when we speak of empowering citizens (some may have visions of riots and revolutions), for us empowerment means collective responsibility, that comes from the knowledge and ability to shape the communities we live in.

Alan Yates Shropshire

I have had a long association with and a passion for the National Trust, having lived on the Dudmaston Estate in Shropshire for almost 30 years, much of that time as a National Trust tenant. I was a member of the Land Use and Access Panel (one of the National Trust advisory panels) for the maximum term of nine years, which gave me a good understanding of the core purpose and strategy of the Trust.

In addition to the tenanted farms, the National Trust also owns and manages around 3,000 houses and cottages across the let estate and I acted as the Strategy Officer for the Tenants Association of the National Trust (TANT) for a number of years, developing a good working relationship with the senior management of the Trust during that time.

Until recently, I worked as the Deputy Chief Executive for a Housing Association, managing the Commercial Directorate which developed new housing and managed 14,000 homes. I'm currently a Board Member of a Housing Association and the Chairman of the Sustainable Housing Action Partnership (SHAP). I have previously been a non-Executive Director of an NHS Trust. I have a particular interest in sustainable housing and I now run my own sustainable development company. In 2019 I was awarded an OBE for Housing and in 2020 I was placed at number five on the Climate Champions Power List by Homes UK.

If elected for a position on the Council, I would apply my knowledge of the National Trust, of managing a complex organisation in the not-for-profit sector and my experience of housing and sustainability to the role.

Ellena Groom Birmingham

I have useful and relevant experience for this particular role. I am a regular member of the National Trust and I admire and follow its movements and changes. I have experienced the ways that the National Trust benefits the community and allows everyone to experience their local history and culture.

I have direct experience in communication, team work as well as event planning and time management. I have worked for the museum and heritage sector within the University of Birmingham and I have worked directly with visitors and managed data, memberships and finance. I understand the essential elements of charity fundraising and management and how charities such as the National Trust must have clear plans and regulations to enable it to fulfil its promises to its visitors and the wider public.

Guy Trehane Dorset

I am privileged to be able to connect my working life of livestock farming with my passion for the Trust as a Volunteer Advisory Specialist advising on land use, access and rural enterprise. Our countryside estate, a quarter of a million hectares, has become a national treasure during the pandemic providing a lifeline to millions seeking exercise and mental rest on our footpaths and open landscape. These however are difficult times in the countryside as the government struggles to implement new rural policy. Many in the rural community feel that the Trust is losing its leadership and influence in the countryside by failing to listen to those who make the countryside work. Not always a valid criticism, however recent changes to Council and the abandonment of advisory panels have almost eliminated the voice in the Trust of those who keep the countryside working.

With over sixteen years volunteering I use my position on Council to remind the Trust that much of the spirit of place in our countryside properties is wrought by human history and presence through rural crafts, skills, values and traditions coupled with the continuing culture of family farming and rural enterprise providing local food, services, hospitality and environmental stewardship.

I have advised at properties throughout the Trust and know its strengths and weakness. I have a lifetime of experience with farming organisations, rural charities and in influencing government policy. If returned for a second elected term on Council I can help reset the presence of rural voice to keep the balance of sustainable environmental practice, local food production and thriving rural enterprise at the heart of our treasured countryside property.

Standing for re-election. Attendance in last term: 10 out of 12 meetings.

David Pearson Hertfordshire

The Trust is a hugely important player in our national life, for its custodianship of heritage, and its stewardship of the environment. History matters, as does nature, and landscape (urban as well as rural). I know it not only as a longstanding member, but also through extensive involvement with its advisory networks; I sat on the Collections & Interpretation Group (and before that, the Arts Panel) 2012–19 and since then have been a Specialist Advice Network Volunteer. My expertise, in that sense, lies with historic books and libraries, and I have written articles, given lectures, and provided support for the National Trust library team over many years. In my professional life, I managed libraries, galleries and other related activities and retired in 2017 as Director of Culture, Heritage & Libraries for the City of London Corporation. There, I had responsibility for tourism and historic venues including Keats House and Tower Bridge, so gained extensive experience of running iconic heritage places – and also, of course, of working with people and committees, of balancing budgets and using resources effectively, and with the wide range of political and interpersonal skills needed in senior roles. I believe, therefore, that I can offer the breadth of qualities and experience defined for National Trust governance positions, and I would very much like to re-engage more formally as a Council member. The Trust is facing a raft of challenges, to open up its offer (and improve peoples' lives) as broadly and meaningfully as possible, coming out of the financial crisis of 2020; I would like to help.

Johanna Bobbio

Berkshire

This past year has been incredibly challenging. The National Trust must continue to bring us together to protect our natural and built heritage that kept us going and be a leader in showing how our cultural heritage and modern ways of life can thrive in harmony and be beneficial for both people and wildlife.

When my boyfriend and I became members six years ago, many of our friends expressed surprise believing the Trust was 'for older people'. This did not deter us! We have visited many properties and look forward to visiting many more. But this shows how the Trust must continuously rebrand itself to appeal to younger audiences, and awake and nurture interest in our national treasures.

I believe the Trust should be an example of sustainability, transparency, and accessibility to all. The use of new technologies and innovation can help us do more. I believe that my background as a Data Scientist and Innovation researcher will help me support the Trust in continuing its digital transformation.

I am French and Italian, and the UK has been my adopted country for six years. I hope my international profile helps me connect with everyone to unite us all behind our love of culture and nature. I am a keen gardener and allotment holder, sharing my passion on social media.

The UK has an inspiring history and wonderful landscapes, I would love to play a part in helping more people enjoy them. Reconnecting with nature and our roots are key to our happiness and mental health. We must influence the nation beyond our current stewardships to ensure the Trust's relevance in the future, for everyone, for ever.

Christopher Stewart

West Yorkshire

Chris is a built environment specialist with wide-ranging experience articulating the environment, social and economic benefits of the places we inhabit. He believes the Trust can play an important role in connecting people with nature, which has never been more stretched than during this pandemic. Chris works for Arup, an independent member-owned built environment consultancy focused on shaping a better world. He is currently supporting ten new 'active neighbourhoods' in Manchester together with the government and the charity sector – Sustrans and IOGM – to encourage people to be more active in their lives. He leads on understanding the health and well-being impacts, as he has done in other places like the Yorkshire Dales National Park, near to where he lives. If elected, he will use his experience designing new family-friendly trails in National Parks to ensure the Trust prioritises inclusivity and diversity across the board. Chris has spent much of his career advising local authorities and the government on how to design spaces that bring people closer to nature. I believe we must rise to the challenges of the past year and seize the opportunities it presents to reset and rebalance our relationships with nature and ensure equal access to green spaces in our urban places and respond to the climate crisis by restoring the health of our natural assets for future generations.

Stephen Green

Carmarthenshire

I am a long-standing member of the National Trust and I seek election to the Council to call the Trust back to its founding principles, to treat its members, donors, volunteers and tenants with respect and to end its promotion of fashionable 'woke' causes. Even as I was filling in the Council election forms, the Trust asked not just my sex but my 'gender identity' and my sexual orientation!

I believe the National Trust elite is obsessed with LGBT issues. I believe a former National Trust curator claimed historical information about Trust properties 'privileges heterosexual lives' by 'offering information about marriages, inheritance and the role of the family'. The Trust should instead 'provide more information on same-sex desire and LGBTQ+ lives from the past'.

The 2017 Felbrigg Hall affair, in which the Trust claimed the donor, the late Robert Ketton-Cremer, was homosexual, on no evidence, shows where this madness leads. I shall ensure that future donors feel safe from the Trust poring over their past and inventing salacious details of an imagined private life.

I shall also want to know how much members' money has been spent in recent years by the National Trust participating in gay pride parades such as it did in Birmingham in 2019. I shall stop divisive marketing exercises and woke virtue-signalling.

I also seek your vote to end what I believe to be the anti-democratic, corrupt system whereby the Trust elite 'recommends' certain Council election candidates to ensure nobody is elected who will ever actually call them to account.

So if I am elected to the National Trust Council it will be nothing less than a miracle!

Bob Piggott

Cheshire

I have been a National Trust member for 25 years and Volunteer for just two years however I am passionate about what we do and stand for and I believe it essential that we engage with youngsters to sustain us going forward. In my 46 years with HSBC I did many jobs however the last 20 years of Head of Group Crisis Management, managing projects ensuring delivery on time against budgets, developing responses to a variety of risks and team building, together with my environmental interests I believe provides me with skills and knowledge which would benefit the breadth of interest the National Trust has.

Therefore, I believe I have much to offer.

David Simmonds

Essex

A wide experience of the National Trust, both as a member and volunteer, together with considerable communication, business and people skills, would make me an ideal member of Council. If elected, I would use these attributes to work for members and non-members by holding our Trustees to account as a critical friend, while supporting them in their work, ensuring that strategy is consistent with our spirit and charitable status and acting as an ambassador for our great organisation, which provides so much public benefit. I would seek the views of members, non-members and volunteers, at properties and in Supporter Groups, and try to get them taken into account.

National Trust visits with family and friends encouraged me to become a Life Member in 1977. I discovered the Chelmsford Supporter Group in 1990, with membership further enhancing my knowledge and enjoyment of the Trust through talks, outings and holidays. I was elected Group President in 2017. This past year I have contributed to the on-line forum for Supporter Groups, which is seeking to reinvigorate the links between Groups and the Trust.

I worked as a bank economist and spokesperson in the City of London for 26 years, then publicity officer for Campaign to Protect Rural Essex and employment in a Citizens Advice Bureau. I served local charities as a trustee and finance committee member.

Since 2008, I have been a regular Visitor Experience volunteer at Hatfield Forest and speaker for the Trust's East of England Talks Service – now using Zoom. These roles have involved meeting, speaking and sharing my passion for the Trust with people, both members and non-members, of all generations and backgrounds.

Sarah Lewis

West Yorkshire

I believe one of the biggest challenges facing the future of the National Trust is the threat of the climate crisis. My community is experiencing climate change on the Trusts moorland estate and this is a real concern to me. The greatest opportunity is how the Trust responds and fully integrates sustainable goals for the future. As a mum of three boys I am passionate about them continuing to have adventures in our natural landscapes and learn from our cultural heritage. Many happy memories have been made with family and friends enjoying days out at National Trust properties.

In my profession I am a chartered Town Planner with 12 years' experience. I work in the heritage sector as a senior policy adviser on national planning and have a good appreciation of the current challenges and future strategic direction of the sector. I am an experienced project manager with strong governance, strategy, engagement and communication skills.

My core values are honesty, integrity and openness. I want to be involved in a Trust which is open to all and can share the special places with people who cannot easily access such experiences. As we emerge from the global pandemic, the Trust is integral in supporting people's mental and physical health and wellbeing.

I believe being a member of the National Trust teaches us to care for and value its unique and special places. I also feel the Trust is well placed to truly listen to people's stories and capture diverse narratives to reveal a greater depth of understanding of our heritage and lived experiences. This is the ethos I would take forward as a member of the Council.

Martin Pugh Lancashire

From a construction and finance background I have a great deal of international experience in Governance roles for commercial and not-for-profit organisations. If selected I will ensure the Executive of the Trust deliver on the Strategy 'For Everyone, For Ever' and hold them to account for delivery.

I will challenge the Trust to improve access to their assets for everyone irrespective of ethnicity, culture, social background, sexual orientation or location. Setting assets in their historic context the impact of earlier generations can be used to guide us in creating a fair and equal society, free from discrimination and bias.

We need to attract and cater for a more diverse, tech savvy, affluent population and I will encourage the Trust to adopt new approaches to reflect the rapidly changing social landscape to include transport infrastructure, social media and accessibility.

I will encourage the Trust to adopt Environmental, Social and Governance principles in decision making and be a leader in sustainability. We must deliver on the needs of an environment under pressure, and the challenges and expectations of a fast-moving world by managing our environmental impact and ensuring sound finances for both the short and long term.

I am a long-standing member of the Trust committed to its values. I am also the Volunteer Ranger Team Leader at the Marsden Moor Estate in Yorkshire.

In conclusion, I see it as the role of Councillors to provide openness, transparency and accountability to Members for the activities of the Trust's Executive and Board of Trustees. I will provide guidance and perspective to the Trust and hold the Board of Trustees and Executive to account.

How to vote

The following instructions tell you all you need to know to vote by Friday 22 October 2021.

There are two ways to vote:

1. Vote online at www.cesvotes.com/nt21

Voting online is quick, easy and greener than voting 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 web address shown above in your internet browser (not a search engine) and follow the instructions on the screen.

2. Send your completed voting form to [Freepost Civica Election Services](#)

To vote by post, fill in both sides of the voting form that appears on pages 45 and 46. If there are two members in your household, then use two voting forms.

Return address

If you prefer to vote by post, the address to send your form to is (no stamp required): Freepost Civica Election Services (the address really is this simple – just four words!)

Voting forms

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 12 August 2021.
- You are eligible to vote on the resolutions if you joined us on or before 20 August 2021.
- By voting on the Council elections and/or the resolutions you are affirming that you are eligible to vote.

Please fill in all three sections:

1. Your details (pages 45 and 47)

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 on the resolutions (pages 45 and 47)

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 (see further details below and on the form).

If you are not coming to the AGM, please complete the proxy element in Section 2 of the voting form:

- If you agree with a resolution you should vote 'For'.
- If you do not agree with a resolution you should vote 'Against'.
- You can also 'Abstain' which means you are voting neither 'For' nor 'Against' a resolution.

3. Vote in the Council elections (pages 46 and 48)

Voting in the elections can only be done in advance of the AGM. The profiles of all the candidates are presented on pages 27–42 in random order. You can vote for up to six candidates.

continued over >

How to vote *continued*

Civica Election Services

Our voting arrangements are managed independently by Civica Election 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**.

Any queries?

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

Fair processing notice

The National Trust will only process your information for the purpose of managing AGM voting and analysis of voting patterns (not how individuals cast their votes). This data will be retained for 14 months before being deleted. For more information on how we look after your personal data please see our Privacy Policy at www.nationaltrust.org.uk/features/privacy-policy

Reminder of the Nomination Committee's election recommendations

If you would find it helpful to have a reminder of the recommended candidates, these are presented on page 26.

Make sure your online or postal vote reaches us by 11.59pm on Friday 22 October 2021.

Registering to attend the AGM

If you are planning to join us at the AGM you will need to register in advance. Please indicate your wish to do so on the voting form, by marking a cross (X) in the small box.

Please provide an email address (or a telephone number if you do not have an email address) in the large box.

We are asking for these contact details so that we can advise you if we need to adapt our plans for the meeting to keep everyone safe and comply with the law or government guidance. This is in line with the important message from our Board of Trustees on page 2 of this booklet.

Voting form 1

Vote online at www.cesvotes.com/nt21 or vote by post by returning this completed form to Freepost Civica Election Services (no further address needed).

We've provided two voting forms because the majority of member households have more than one member of the Trust. If a member votes more than once, either by post or online, only the first valid votes recorded will be counted.

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**.



National Trust

Mrs Sample Name
Member: 000000000
Exp: 31 May 22

This card is just for you and gives you free entry into most National Trust and National Trust for Scotland places, please bring it with you when you visit.
0344 800 1895 | nationaltrust.org.uk

Thank you

for looking after nature, beauty and history.



2. 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. To register your attendance, please provide your email address below, if you have one (or a telephone number if you do not have an email address) – and leave the rest of this section blank.

If you are NOT coming to the AGM you can mark a cross (X) in this box to appoint the Chair of the meeting to be your proxy and to vote on your behalf by following the instructions below.

I appoint the Chair of the meeting to vote on my behalf at the AGM to be held on Saturday 30 October 2021 and at any adjournment thereof.

I instruct my proxy to follow any voting instructions shown as marked in the boxes to the right with a cross (X).

If I do not give any instructions, I confirm that the Chair of the meeting should vote as he/she thinks fit, or may abstain.

For **Against** **Abstain**

Adoption of the Annual Report and Financial Statements for 2020/21

Reappointment of KPMG LLP as external auditor

Members' resolution about trail hunting, exempt hunting and hound exercise on National Trust land

Members' resolution about volunteer management

Members' resolution about defibrillators at properties

Members' resolution about disclosure of senior staff remuneration

Members' resolution about overcrowding at properties

Members' resolution about curatorial expertise

Board of Trustees' resolution about digital futures

Fill in this form, detach and send it to: Freepost Civica Election Services



Voting form 1 continued

3. Vote in the Council elections (six 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 this election at the AGM. You can vote for **up to six** candidates from the list below by marking a cross (X) in the box beside their name. Please don't vote for more than **six** candidates; if you do, your votes won't be counted.

- | | | | |
|--|---|--|--|
| <input type="checkbox"/> Nicola Would | <input type="checkbox"/> Huseyin Ali-Diakides | <input type="checkbox"/> Hannah Buckingham | <input type="checkbox"/> Alan Plumb |
| <input type="checkbox"/> Sandy Nairne | <input type="checkbox"/> Lisa Manning | <input type="checkbox"/> Tracey McGeagh | <input type="checkbox"/> Gabor Balint |
| <input type="checkbox"/> Mike Ward | <input type="checkbox"/> Graham Frost | <input type="checkbox"/> Zohir Uddin | <input type="checkbox"/> Caroline Kay |
| <input type="checkbox"/> Andrew Powles | <input type="checkbox"/> Martin Bloom | <input type="checkbox"/> Rebecca Bramwell-King | <input type="checkbox"/> Dr Steven Lindall |
| <input type="checkbox"/> Amy Heuer | <input type="checkbox"/> Gareth Lewis | <input type="checkbox"/> Min Grimshaw | <input type="checkbox"/> Lorrie Goodlad |
| <input type="checkbox"/> Sally Hunt | <input type="checkbox"/> Claire McQuillan | <input type="checkbox"/> Geoff Nickolds | <input type="checkbox"/> Emma Mee |
| <input type="checkbox"/> Michael Goodhart | <input type="checkbox"/> Eric Hepburn | <input type="checkbox"/> Philip Monk | <input type="checkbox"/> Rebecca Watkins |
| <input type="checkbox"/> Robert Williams | <input type="checkbox"/> Sarah Green | <input type="checkbox"/> John Blackwell | <input type="checkbox"/> Sheila Ely |
| <input type="checkbox"/> Phil Hardy-Bishop | <input type="checkbox"/> Elizabeth Whitehouse | <input type="checkbox"/> Benjamin Pook | <input type="checkbox"/> Alan Yates |
| <input type="checkbox"/> Ellena Groom | <input type="checkbox"/> Guy Trehane | <input type="checkbox"/> David Pearson | <input type="checkbox"/> Johanna Bobbio |
| <input type="checkbox"/> Christopher Stewart | <input type="checkbox"/> Stephen Green | <input type="checkbox"/> Bob Piggott | <input type="checkbox"/> David Simmonds |
| <input type="checkbox"/> Sarah Lewis | <input type="checkbox"/> Martin Pugh | | |

Don't forget, if a second National Trust member in your household wants to vote, they can use 'Voting form 2' on the next two pages. 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 Civica Election Services (the address really is this simple – just four words!)

Make sure your online or postal vote reaches us by 11.59pm on Friday 22 October 2021.



Voting form 2

Vote online at www.cesvotes.com/nt21 or vote by post by returning this completed form to Freepost Civica Election Services (no further address needed).

We've provided two voting forms because the majority of member households have more than one member of the Trust. If a member votes more than once, either by post or online, only the first valid votes recorded will be counted.

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 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. To register your attendance, please provide your email address below, if you have one (or a telephone number if you do not have an email address) – and leave the rest of this section blank.

- If you are NOT coming to the AGM** you can mark a cross (X) in this box to appoint the Chair of the meeting to be your proxy and to vote on your behalf by following the instructions below.

I appoint the Chair of the meeting to vote on my behalf at the AGM to be held on Saturday 30 October 2021 and at any adjournment thereof.

I instruct my proxy to follow any voting instructions shown as marked in the boxes to the right with a cross (X).

If I do not give any instructions, I confirm that the Chair of the meeting should vote as he/she thinks fit, or may abstain.

- | | For | Against | Abstain | |
|--------------------------|--------------------------|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Adoption of the Annual Report and Financial Statements for 2020/21 |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Reappointment of KPMG LLP as external auditor |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Members' resolution about trail hunting, exempt hunting and hound exercise on National Trust land |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Members' resolution about volunteer management |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Members' resolution about defibrillators at properties |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Members' resolution about disclosure of senior staff remuneration |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Members' resolution about overcrowding at properties |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Members' resolution about curatorial expertise |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Board of Trustees' resolution about digital futures |

continued over >

Fill in this form, detach and send it to: **Freepost Civica Election Services**



Voting form 2 *continued*

3. Vote in the Council elections (six 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 this election at the AGM. You can vote for **up to six** candidates from the list below by marking a cross (X) in the box beside their name. Please don't vote for more than **six** candidates; if you do, your votes won't be counted.

- | | | | |
|--|---|--|--|
| <input type="checkbox"/> Nicola Would | <input type="checkbox"/> Huseyin Ali-Diakides | <input type="checkbox"/> Hannah Buckingham | <input type="checkbox"/> Alan Plumb |
| <input type="checkbox"/> Sandy Nairne | <input type="checkbox"/> Lisa Manning | <input type="checkbox"/> Tracey McGeagh | <input type="checkbox"/> Gabor Balint |
| <input type="checkbox"/> Mike Ward | <input type="checkbox"/> Graham Frost | <input type="checkbox"/> Zohir Uddin | <input type="checkbox"/> Caroline Kay |
| <input type="checkbox"/> Andrew Powles | <input type="checkbox"/> Martin Bloom | <input type="checkbox"/> Rebecca Bramwell-King | <input type="checkbox"/> Dr Steven Lindall |
| <input type="checkbox"/> Amy Heuer | <input type="checkbox"/> Gareth Lewis | <input type="checkbox"/> Min Grimshaw | <input type="checkbox"/> Lorrie Goodlad |
| <input type="checkbox"/> Sally Hunt | <input type="checkbox"/> Claire McQuillan | <input type="checkbox"/> Geoff Nickolds | <input type="checkbox"/> Emma Mee |
| <input type="checkbox"/> Michael Goodhart | <input type="checkbox"/> Eric Hepburn | <input type="checkbox"/> Philip Monk | <input type="checkbox"/> Rebecca Watkins |
| <input type="checkbox"/> Robert Williams | <input type="checkbox"/> Sarah Green | <input type="checkbox"/> John Blackwell | <input type="checkbox"/> Sheila Ely |
| <input type="checkbox"/> Phil Hardy-Bishop | <input type="checkbox"/> Elizabeth Whitehouse | <input type="checkbox"/> Benjamin Pook | <input type="checkbox"/> Alan Yates |
| <input type="checkbox"/> Ellena Groom | <input type="checkbox"/> Guy Trehane | <input type="checkbox"/> David Pearson | <input type="checkbox"/> Johanna Bobbio |
| <input type="checkbox"/> Christopher Stewart | <input type="checkbox"/> Stephen Green | <input type="checkbox"/> Bob Piggott | <input type="checkbox"/> David Simmonds |
| <input type="checkbox"/> Sarah Lewis | <input type="checkbox"/> Martin Pugh | | |

This is the voting form for any second National Trust member in your household. 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 Civica Election Services (the address really is this simple – just four words!)

Make sure your online or postal vote reaches us by 11.59pm on Friday 22 October 2021.

