Playing our part

It is with great pleasure that we present the Trust’s Impact Review for 2018/19.

This review describes some of the achievements and challenges of the year and outlines our plans for the future. We hope that you find it both informative and inspiring.

The Trust performed well during 2018/19, although not as strongly as we had planned. Poor weather affected visitor numbers and commercial income. However, membership and fundraising contributions increased, enabling record levels of property project investment. You can read about some of these investments in this review document, ones that further the Trust’s charitable purpose of looking after special places for ever, for everyone. The Trust’s financial performance is summarised on page 20 and 21.

This Impact Review is organised around the key elements of the Trust’s strategy, Playing our part. That strategy describes how we are continuing to look after the special places in our care while also rising to new challenges and opportunities by: playing our part in restoring a healthy, beautiful, natural, environment; offering experiences that delight our visitors; and helping to look after urban places. The latter focus on urban places reflects a new ambition to increase the Trust’s involvement in local heritage and green spaces in towns and cities.

Running through all the strands of our strategy is a renewed emphasis on the for everyone element of our purpose, one we will achieve by broadening our appeal to all. Going forward, this focus on public benefit will be an increasingly important theme in all that we do.

Despite its challenges, 2018/19 was another great year for the National Trust. As ever we could not have achieved what we did without the support of our members, supporters, volunteers and staff. Thank you for everything you do.

Hilary McGrady
Director-General

Tim Parker
Chair
House of Portraits exhibition opens at Powis Castle, offering an insight into hidden meanings within the exceptional portraits on display.

Lindisfarne, Northumberland re-opens to the public after completion of a £3m 18-month repairs and conservation project.

The Farne Islands, Northumberland Puffin census gets underway. It takes place every five years.

Writ in Water by Mark Wallinger, an artwork installation, opens at Runnymede, Surrey marking the anniversary of the signing of the Magna Carta in 1215.

Visitors to Overbeck’s House, Devon given rare chance to see the Agave plant flower. It takes twenty years to mature and only blooms once in its lifetime before dying.

At Countryfile Live, visitors to our arena experience activities such as cooking demos, tree climbing and pond dipping whilst the Director-General states a powerful case for nature’s role in the future of farming.
Successful re-introduction of the Large Blue butterfly at Collard Hill, Somerset celebrated. Numbers hit their highest level for 80 years with 5,700 adults recorded here alone.

Dunham Massey, Cheshire hosts a month-long Christmas celebration with spectacular illuminated trails and festive activities.

Rowallane Garden, County Down, embraces Autumn with seed foraging, mindfulness meanders and a Halloween trail on offer.

Grey seals at Blakeney point, Norfolk surpassed 3,000 for the first time since records began 30 years ago.

A partnership with Director, Danny Boyle sees portraits of war casualties drawn into sand at low tide and washed away as the tide comes in. Pages of the Sea, is part of 14-18NOW, the UK’s official arts programme to mark the World War One centenary.

A major fire breaks out on Marsden Moor devastating around 1000 hectares of land, home to rare nesting birds and mountain hares.

An appeal is launched to restore the area.
Looking after the places in our care

Conservation is at the heart of our strategy. It is fundamental to our role of looking after special places for ever, for everyone.

Saltram, Devon

Robert Adam saloon revealed in all its glory after two-year conservation project

Robert Adam was one of the most significant architects and interior designers of his time. In 2018 Saltram’s Robert Adam designed saloon was revealed in all its glory after two years of expert conservation work to both the carpet and ceiling. It contains arguably the most important English carpet in the Trust’s care.

The carpet, designed by Robert Adam and made by Thomas Whitty (founder of Axminster carpets) in 1770, is one of the largest known Axminster carpets to have ever been made. Wear and tear and old repairs had taken its toll. This project worked to preserve the carpet, thoroughly cleaning it before stabilising it with conservation stitching. A technique of painting-in was used for the first time in this country, to re-colour old repairs, bringing back the three-dimensionality of the original Adam design.

The ceiling was preserved by Cliveden Conservation, leading experts in their field, who restored areas of loss and cleaned the whole ceiling. The impact on its appearance has been remarkable, helping to brighten the whole room.

Visitors were invited to experience the conservation in action, watching the carpet conservators at work and even climbing the scaffold to see the ceiling up close.

The project will be completed in 2020, when Axminster Carpets will weave a new carpet for Saltram based on the original. It will be used to protect the original carpet and allow visitors to walk over it and into the centre of the room for the first time in many years.

Our thanks go to the Wolfson Foundation which provided an additional £100,000 on top of the £53,000 funded by the Trust.
Knole, Kent

Knole has seen one of the biggest conservation projects ever undertaken by the Trust. Improvements to its environmental conditions have made a big impact on the building’s historic fabric. Archaeological discoveries made during the ‘Inspired by Knole’ project have informed new interpretation and presentation at the property. In the Upper Kings Room, early 17th century ritual protection marks found beneath the floorboards are now visible to visitors during guided tours of the Attics, while in the Venetian Dressing Room parts of the medieval timber-framed archbishop’s palace are exposed to public view for the first time.

The Spangled Bed, a rare treasure from the 1620s, has been subject to conservation, recording and research. The bed is hung with crimson satin sewn with silver and gold spangles (sequins) which, when new, would have glittered as the sun shine through the windows. Research indicates that the bed came from Copt Hall, Essex, the home of Lionel Cranfield, 1st Earl of Middlesex, who made his fortune trading in luxury textiles. It was brought to Knole in 1701.

The bed’s textiles have been washed and repaired presenting a once-in-a-lifetime opportunity to examine the construction of the bed frame and its hangings in detail. Hundreds of spangles were retrieved from beneath the floorboards of the bedroom by the volunteers and have been reattached to the bedcover. Installation of a glass screen and improved lighting allow visitors to appreciate the bed in its full glory.

The project was made possible with funding from the National Lottery Heritage Fund (£7.75 million grant) and other donors and supporters.

Horsey Windpump, Norfolk

Following the completion of a three-year restoration project, Horsey Windpump is once again standing proud on the Norfolk Broads. Previously part of a thriving network of 250 windpumps used to move water from lower to higher ground, it is one of just a few still in working order.

Millwright Tim Whiting and his team used many of the same tools and techniques originally used to build the windpump in 1912. They repaired and conserved its cap, re-made the sails to a historic pattern and repaired the brickwork and inner workings of the building. The sails will now be in operation throughout the year (weather permitting) and the five-storey building is open for visitors to explore. The project was supported by funding from the Wolfson Foundation.

Mount Stewart, County Down

At Mount Stewart the team have recorded nearly 1,000 items in the newly-acquired collection of mainly 20th century Londonderry family costume. This process includes inventory marking, condition checking and reviewing each piece. They are also cataloguing a set of late 19th century glass plate negatives depicting family life at the house, on loan from the historic family. They have worked on nearly 1,000 negatives, which will be digitised and made available to the public. Both projects will contribute hugely to understanding the history of the house.
Restoring a healthy, beautiful, natural environment

In 2018/19 we made significant progress with our aims for restoring a healthy, beautiful, natural environment.

Riverlands

Healthy rivers and surrounding landscapes, rich in wildlife and enjoyed by all

In August 2018 the Trust announced funding of £3.75 million towards our Riverlands project, in partnership with the Environment Agency, which has committed an additional £3.4 million. This is our biggest ever programme of work in support of our ambitions for restoring a healthy, beautiful, natural environment.

Riverlands will lead and shape crucial elements of our broader countryside approach. We will work with tenant farmers, local partners and communities to ensure the benefits for nature and people are on a landscape scale and sustainable.

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We are also testing and trialling new mechanisms for land management that will inform the Government’s new Environmental Land Management scheme.

The programme comprises eleven local projects. Four began in 2018 and will be delivered over the next four years. We are already seeing results.

For example, thanks to a reintroduction project, water voles have returned to Porlock Vale on Exmoor for the first time since the 1980s. The voles are a vital part of the local ecology with their burrowing, feeding and movements helping to create conditions for other animals and plants to thrive. Staff, volunteers and the public are assisting in monitoring their numbers in an effort to stabilise the population.

The Trust is looking to raise a further £5.3 million to support Riverlands in the coming years.

‘I remember being enchanted by these creatures as a child, and hugely welcome their return. In true Wind in the Willows style, the voles should soon be burrowing into the muddy banks, creating natural edges to streams with shady pools that are perfect for many small creatures.’

(Alex Raedar, South-West Conservation Manager, on the Exmoor water voles)
Wanstone Battery, Kent

Restoring natural health to a much-loved landscape

The White Cliffs of Dover are one of our nation’s most culturally treasured landscapes and are crucial for the sustainability of nature and wildlife. Set on the edge of the cliffs, Wanstone Battery is home to over forty species of flowers and grasses per square metre.

There was tremendous public support for the Trust’s 2017 campaign to look after more of the White Cliffs. Since taking 700,000 square metres of land into our care, the results of a new approach to the health of the landscape are already visible with wider margins providing a perfect habitat for butterflies like the Adonis Blue and Marbled White, and birds including the Peregrine Falcon and Skylark.

Return of rare butterflies

The UK’s most endangered butterfly, the high brown fritillary, is making a comeback in Heddon Valley, Devon. Following excellent habitat management by our team, volunteers joined the annual butterfly count in 2018 and spotted more than two hundred individual high brown fritillaries.
Supporting farming with nature

The Trust is committed to supporting healthy nature and farming methods that work together. Across the country, many tenant farmers who lease land from the Trust are leading the way.

The National Trust Farming Innovation Group (FIG) is a channel for Trust farm tenants and land managers to share best practice and knowledge, give support and inspire confidence to implement sustainable change on their farms and estates. One feature is an annual three-day study tour, where delegates visit leading farms to view some of the most innovative approaches to sustainable agricultural business.

‘Our philosophy has always been about working with the land, not against it, to produce the best quality products. Farming for nature is all about striking a balance and understanding the land you manage.’

Steven Connisbee, National Trust tenant farmer

‘It is great to see how much progress we have made towards our goal of working with farmers for a wildlife rich landscape.’

Mark Harold, Director of Land & Nature
Creating experiences that delight

The places and spaces we look after are a living cultural resource, telling the story of our nations and the wider world. Our role is to ensure that we respond to the changing expectations, needs and backgrounds of the people we serve.

**We are Bess, Hardwick Hall, Derbyshire**

Despite all that she achieved in her lifetime, the reputation of Elizabeth Shrewsbury – ‘Bess of Hardwick’ – has been defined by the bitter words of her ex-husband, George Talbot, Earl of Shrewsbury who remembered her as a domineering ‘Shrew’.

For the *We are Bess* exhibition we approached twenty modern, influential women who found common cause with the way Bess’s words and humanity have been overlooked and overwritten. We asked them: what can we learn about Bess by considering the parallels of our experiences and what can Bess’s life and memory teach us about ourselves? At Hardwick Hall, which was created by Bess, modern photographic portraits hang alongside historic portraits together with the testimonies of these women.

‘I’ve never seen any exhibition anywhere that has made me feel like ‘We are Bess’, I wish the young me could have seen this and I’m glad the current me has. I hope that in the future, whatever life throws at me I can channel my inner Bess.’

Visitor response to *We are Bess*
The Great Gift, The Lake District

As the nation marked the 100-year anniversary of Armistice Day, we shared the story of the gift of Scafell Pike and thirteen other peaks in the Lake District as war memorials following the end of the First World War. In doing so we also highlighted ongoing path and cairn repair work needed to keep paths on the mountains open and safe for visitors.

The 6-month programme focused on a variety of activities. Highlights included the rebuilding of the summit cairn of Scafell Pike and an exhibition at Wordsworth House and Garden titled Where Poppies Blow curated by writer John Lewis-Stempel.

An arts project funded by the Arts Council saw The Fellowship of Hill, and Wind, and Sunshine Choir perform on many of the fourteen summits dedicated as war memorials.

Armistice Day itself was marked through the playing of bagpipes on Scafell Pike at dawn and lighting a beacon at dusk.

This project linked teams and activities across the Lake District landscape, demonstrating not only our conservation work but our ability to connect people to places emotionally through the stories we tell.

Parkrun

We are now the largest landowner provider of Parkrun across Europe, hosting 30 events with a combined total of over 7,000 participants each week. The Parkrun community’s passion for supporting the conservation of its running spaces, resulted in the Trust organising ‘muck in’ days for participants across multiple sites where they could get involved in activities such as scrub bashing and repairing trails.

Fact:
On average runners spend £3.54 in our cafés on each visit.

Aren’t we Worthy, Stowe, Buckinghamshire

Stowe’s Aren’t we Worthy exhibition marked the centenary of the 1918 Representation of the People Act by reimagining its Temple of British Worthies, a monument in its gardens with busts of sixteen figures from British history which is dedicated almost solely to men.

As part of the project 139 women were nominated out of which 15 were selected by a public vote, which saw 20,000 votes cast.

Stowe’s volunteer team and local community groups worked with artists to co-create an exhibition recognising the chosen women in Stowe’s garden with each woman represented by a new artwork.
Helping look after urban places

We are committed to working in partnership to develop new and sustainable futures for our local heritage and green spaces.

Future Parks Accelerator

By 2020 many local authority budgets for parks will be reduced to zero resulting in lower levels of maintenance. In the worst cases it means parks will close and land sold for development.

Last year we reported that the Trust was supporting Newcastle City Council in its review of its parks estate and to explore options for new management models and funding opportunities. The outcome of this was that from April 2019 parks and allotments in Newcastle, and the staff who care for them, transferred to an independent charity called The Newcastle Parks and Allotments Trust. The new Trust is exploring inventive ways of securing funds to sustain its estate and to engage with the local community.

Building on this work we have collaborated with the National Lottery Heritage Fund and the Government to set up the Future Parks Accelerator (FPA). FPA is a UK-wide initiative. It supports pioneering local authorities and communities in the generation of new ways to protect and enhance parks and urban green spaces and ensure that they contribute more to the public’s mental and physical health. It is the first truly joint initiative between the organisations and will combine the best of our skills, resources and leadership to deliver our shared cause.

The need for FPA is urgent due to the very real and significant reductions in funding. The aim of FPA is to show that urban green spaces are not costly public liabilities but vital community assets delivering essential social benefits, such as improving health and wellbeing, enhancing biodiversity, creating successful, prosperous neighbourhoods and even reducing flooding.

Lancashire Mills – Queen Street Mill and Helmshore Mills Textile Museum

Throughout 2018 we have been working alongside Lancashire County Council to identify and outline the future for both Queen Street Mill and Helmshore Mills Textile Museum. These internationally significant former textile mills bring alive the central story of textiles in Lancashire from a time when cotton production was Britain’s main source of industrial wealth.

We are currently undertaking a twelve-month feasibility study, funded by National Lottery Heritage Fund and Arts Council, to find a financially sustainable model which will deliver the greatest possible public benefit and ensure the long-term conservation of both sites.
At Wentworth Castle Gardens in South Yorkshire we have been working in an innovative partnership with Barnsley Metropolitan Borough Council (MBC) and the Northern College for Adult Residential Education. Together, we wanted to secure sustainable access to the historic Grade I listed park and garden.

Barnsley MBC has provided over £3.5m funding for initial restoration, visitor infrastructure and operations. The Trust team has contributed practical expertise in the management and operation of a heritage site of national importance. The partners will be working to deliver access, programming and volunteering opportunities designed to be more inclusive of local urban communities where higher levels of deprivation are experienced.

This approach was supported by a National Lottery Heritage Fund Sustainable Heritage grant of almost £100,000. We hope what we all learn from working together at Wentworth will prove helpful for collaboration on future projects.

'Urban heritage is part of our shared heritage. We should be working to keep these places alive for everyone, so we can tell the stories of the people who lived there in the past. Significance isn’t just architectural, it’s social and cultural too.’

Hilary McGrady, Director-General
Growing support for what we do

Our 5.6 million members generated over £243 million of general funds in 2018/19. Together with £97.8 million raised through donations, grants and gifts in wills, members and supporters have played a critical role in protecting heritage and the natural environment while also enabling inspiring experiences for the public.

Below are just some of the ways this funding has made a difference:

**Acquiring John Singer Sargent’s A Game of Bowls for the nation**

Thanks to funding from the National Heritage Memorial Fund, Art Fund and the generosity of visitors and supporters, John Singer Sargent’s painting *A Game of Bowls* has a permanent home at Ightham Mote, Kent, where it can be enjoyed by visitors. It was created from sketches Sargent made when he stayed there in 1889 and beautifully captures this atmospheric house.

**Exploring our collections**

Our places are home to a world class collection of furniture comprised of over 60,000 pieces. The Paul Mellon Centre for Studies in British Art and the Royal Oak Foundation, have supported us to conduct new research on this collection and enhance our online collections catalogue. To date, over 18,000 records have been updated and a new book about the collection is in development.

**Supporting us to do more**

Support received through membership and donations means we can fund a wide range of additional activities not otherwise possible.

These include the installation of biomass heating systems across the Trust to improve energy efficiency, and repairs to the roof and windows at Oxburgh Hall, Norfolk.

**Protecting precious landscapes**

Donations from gifts in wills often allow us to respond quickly to acquire and protect landscapes around the UK. Gifts to our Coast Campaign and an ‘In Memory’ donation made it possible to add 30 acres of coastal land at Salthouse, Norfolk, to our care. It will enable the Trust to widen and join up habitats, making nature more resilient as the coast changes.
Growing support for what we do (continued)

Strategic partnerships

Partnerships are critical to the delivery of our strategy by connecting people with heritage, the outdoors and each other.

People’s Postcode Lottery

Since 2013, players of People’s Postcode Lottery have provided a total of almost £2.23 million which has made these projects possible:

- Five high-priority conservation projects, including confirmation of the first Rembrandt painting in the Trust’s ownership.
- The evolution of Heritage Open Days which is now England’s largest festival of history and culture, attracting more than 12 million visitors to-date.
- The delivery of six nature conservation projects across England and Wales, creating and restoring 223 hectares of habitats which are essential for the future of wildlife such as the high brown fritillary butterfly.

In 2018/19 players contributed £800,000 to our work including a significant investment in the Riverlands programme (see page 8). The project aims to improve access, wildlife habitats and water quality across six river catchments.

British Cycling and HSBC UK

Our partnership with British Cycling, with funding and support from their lead partner HSBC UK, has facilitated affordable cycle hire pilot schemes at Blickling in Norfolk, Osterley in London and Wallington in Northumberland.

In addition, balance bikes have been available for hire at 14 Trust locations encouraging the next generation of cyclists. 6,700 people including 1,200 family groups, have participated. The programme has encouraged people of all ages to get outdoors, get active and make long lasting memories.
National Lottery Community Fund

Support from The National Lottery Community Fund (formerly the Big Lottery Fund) has been essential in giving the Trust the opportunity to work in partnership with local organisations to have a positive impact on young people’s lives.

Camp at the Castle

The Trust partnered with the charity Home-Start welcoming 20 children and their parents from Wrexham’s Caia Park Estate, one of the most deprived areas in Wales, for a camping weekend at Chirk Castle. It offered a chance to enjoy a family holiday and to connect with nature through activities like bug hunting and den building.

Green Academies Project (GAP)

Funding has continued to support GAP in and around six Trust places – Quarry Bank and Dunham Massey in Cheshire, Erddig in Wrexham, Morden Hall Park in London and Gibside in Tyne and Wear. Now in its final year, this three-year project funded by a £1 million grant, was designed to inspire young people, aged 11-24, to care for the environment and become advocates for the important role that nature plays in our lives. Through accredited training they have been equipped with the knowledge and skills to look after green spaces and empowered to lead change.

‘The experience of awe and wonder isn’t something our children will have in their lives. They may be unable to access local parks and areas of natural beauty. We would have been unable to give those children such a wonderful holiday without the hard work and determination of the Trust’s team.’

Home-Start Scheme Manager, Pam Hoyle

‘It is very important for me to have meaningful activity outside college and to feel included. The people I have worked with at The National Trust have made me feel valued.’

Aiden, participant from Manchester

With your help, the Trust hopes to offer more life-changing opportunities for the communities near our special places.
Our finances

Operating Income by Business Stream

<table>
<thead>
<tr>
<th>Membership</th>
<th>Visitor Business</th>
<th>Estate Management</th>
<th>Investment Income</th>
<th>Commercial</th>
<th>Fundraising</th>
<th>Other</th>
<th>Grand Total</th>
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</thead>
<tbody>
<tr>
<td>£243.5m</td>
<td>£174.7m</td>
<td>£56.7m</td>
<td>£49.7m</td>
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<td>£17.7m</td>
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In 2018/2019 we generated £569.5 million of operating income. It was a very successful year for membership growth (our largest source of income) and we finished the year with 5.6 million members. Other income streams were adversely affected by poorer than expected numbers of visitors, but we still experienced year-on-year growth. Meanwhile our total fundraising income, including operating grants, appeals and gifts (together totalling £17.7 million) as well as legacy and project grants, produced a fundraising grand total of £94.4 million, a 13% improvement on 2017/18.

*Visitor Business is our income generated by a visit to a property and so includes our Food & Beverage and Retail businesses.

Operating Expenditure

<table>
<thead>
<tr>
<th>Property</th>
<th>Central</th>
<th>Grand Total</th>
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</thead>
<tbody>
<tr>
<td>(£271.8m)</td>
<td>(£185.7m)</td>
<td>(£457.5m)</td>
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Expenditure increased by 7.6% to £458 million in 2018/19 with £272 million of this spent on properties, up 7.1% on the prior year. Property operating expenditure includes the day-to-day running of National Trust Properties (both open space and visitor attractions). Central costs include expenditure associated with support functions including central conservation expertise, the costs of running regional offices and membership costs.

In 2018/19 we generated an operating margin of £112 million, 0.8% more than in 2017/18. The operating margin figure is income generated before capital receipts such as legacies and project grants. It is used to fund conservation projects and acquisitions.
### Statement of Financial Activities

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Operating Margin</td>
<td>£112.0m</td>
<td>0.8%</td>
</tr>
<tr>
<td>Legacies</td>
<td>£66.5m</td>
<td>28.1%</td>
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<tr>
<td>Project grants and contributions</td>
<td>£10.2m</td>
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<tr>
<td>Other</td>
<td>£8.1m</td>
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<tr>
<td>Property Projects (total)</td>
<td>(£142.6m)</td>
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<tr>
<td>Investment income (total return)</td>
<td>(£33.3m)</td>
<td>33.2%</td>
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<tr>
<td>Other project costs</td>
<td>(£29.1m)</td>
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<tr>
<td>Acquisitions</td>
<td>(£10.5m)</td>
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<tr>
<td>Total</td>
<td>(£18.7m)</td>
<td>76.6%</td>
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With year-on-year growth in the operating margin and a good fundraising result we were able to invest a record amount in project work and acquisitions of £182 million. Overall expenditure exceeded income but we were able to access £33.3 million of stored-up capital growth on our investments allowed for under our total return investment policy.

### All Income & Expenditure

**Income**
- £619.9m
- £667.6m

**Expenditure**
- £634.3m
- £653.1m

Overall income grew by £47.7 million enabling us to increase investment in conservation. Investments in property conservation projects increased by 7.1%.
Climate and the environment

As highlighted in our strategy ‘changing climate will bring even greater challenges.’ The Trust is facing these challenges every day. Landscapes, buildings, species and ways of working are having to adapt to weather they have not experienced before.

Protecting Dyffryn Mymbyr, Snowdonia

We are using our heritage knowledge to adapt old buildings and alleviate some of the challenges posed by climate change. An example is at the listed 16th century farmhouse of Dyffryn Mymbyr, immortalised in the book “I bought a mountain” by Thomas Firbank.

For hundreds of years, after a wet season, the house would dry out. This stopped happening. A Trust Building Surveyor, concluded that the amount of wind driven rain had increased at the site resulting in water being forced deeper into the structure of the building, putting it at risk of rotting timbers and damp. The exposed gable end needed to be covered.

We consulted with National Park planners and looked at other buildings in the area to find a solution. We learnt that due to exposure to bad weather and the availability of slate in Snowdonia, a notable architectural feature of houses in the area was a slate hung wall.

A slate hung wall has now been installed at Dyffryn Mymbyr, in keeping with other local properties and giving the farmhouse the opportunity to recover.
Renewable Energy in the Lake District

In 2018 we completed our 50th renewable energy installation as part of the Renewable Energy Investment programme – the Greenburn Hydro in the heart of the Langdale Valley in the Lake District. Now in the programme’s 6th year, we are generating over 13 million kWh a year from our renewables installations – that’s equivalent to more than the total amount of energy used in a year by National Trust places across Wales and Northern Ireland.

The programme’s approach has helped us reach this milestone by developing and sharing our experiences.

The success of the programme means we can deliver benefits which go beyond the generation of renewable energy. These include ensuring we are helping to play our part in the mitigation of climate change, making sure our installations are in harmony with their surrounding environment and engaging with the local community.

The money we make from the installations will support future conservation work whilst the installations themselves have become points of interest at our places for our visitors.

Illuminating energy savings at Wimpole Hall

Replacing Wimpole Hall’s lamps with LED versions has resulted in an estimated annual cost saving of £1,500 and an approximate 30% reduction of energy consumption.

The property team engaged volunteers and visitors in the process by testing which lamps would work best taking into consideration matters such as colour, brightness and temperature.

Once the preferred lamps were chosen it was just six weeks before they were installed by the conservation assistant team who used the opportunity to talk to visitors about the Trust’s wider energy reduction commitments.
Focus on: For everyone

Everyone Welcome

In 2018, our Director-General Hilary McGrady renewed her commitment to our Playing our part strategy putting an emphasis on the Trust’s commitment to be for everyone. Hilary recognised that everyone should feel welcome to become a member, to visit, volunteer, partner, donate or work at the Trust.

We have been trialling new methods of recruitment, refreshing our organisational values and behaviours, creating more inclusive leadership approaches and working to remove physical barriers to accessing our places. We have also embarked on a Trust-wide test programme, supported by the Research Centre for Museums and Galleries at the University of Leicester, to help us to create a culture and environment in which everyone feels welcome. Our goals include attracting a more diverse staff, volunteer and supporter base, and ultimately to become more relevant to and resonant with the whole nation.

‘By the time I leave, people from all walks of life will talk about the Trust as an open, welcoming organisation. One that does not seek to preserve or present one unchanging view of our countryside but celebrates its variety. When you go to our properties there will be more to see and more to do for all sorts of people. They will be living, breathing cultural resources that change and flex according to the need of the people who visit them.’

Hilary McGrady, Director-General
Making everyone welcome in practice…

• In the East of England, we worked with the Alzheimer’s Society to increase awareness of dementia and help make small changes which make a big difference. At Sutton Hoo, Suffolk, we ran Dementia Friends sessions for staff and volunteers, linking up with their local town of Woodbridge, which is recognised formally as a dementia-friendly community.

• At Wimpole, Cambridge, the Farming Memories Group, a joint project between Care Network Cambridgeshire and the Trust, encourages former farmers and agricultural workers with dementia to meet up and take part in farming activities.

• With support from the Welsh Government, the Old Laundry at Tredegar House in Newport has been restored and converted for use as a hub that will provide a space for local organisations to deliver training, and inspire learning, social engagement and well-being to the community of Duffryn in Newport. New facilities include allotments, a sensory garden, accessible kitchens and meeting spaces. It’s been designed by and delivered with local community groups.

• Our teams at Powis in Powys, Chirk Castle in Wrexham, and Ogwen Cottage in Gwynedd have been working in partnership with Mencap Cymru. The scheme, Trust Buddies, offers opportunities for people with learning disabilities to volunteer alongside other National Trust volunteers and staff. The scheme builds on previous work at Dinefwr in Camarthenshire, which has a long association of working with people with learning disabilities – one of whom is now a regular tour guide for house visitors.
The success of our strategy will not only depend on what we can achieve at National Trust places. It also needs the Government and others to recognise the importance of the natural and historic environments.

Our ambition to restore a healthy and beautiful, natural environment takes place against the wider backdrop of uncertainty with Brexit. The Common Agricultural Policy (CAP) provides funding to farmers and legal protection for nature and the wider environment comes largely from EU directives. With this funding and legal underpinning coming to an end, we have a potentially once in a lifetime opportunity to lobby for the best possible replacement, alongside new laws to protect and restore nature which are at least as strong as now.

We have promoted the idea of public money for farming paying for ‘public goods’ such as the protection of soil and water quality, nature restoration or the conservation of ancient monuments and historic features. The Government’s Agriculture Bill, introduced in September 2018, aligns with this way of thinking. We’ve been talking to MPs about why we think the Bill is to be welcomed, including showing what we’re doing to restore nature on the land we farm or lease to tenants. We met with over 100 MPs over the course of the year.

We are talking to the English, Welsh and Northern Irish administrations about rules due to come in after Brexit to protect nature and heritage and have been working as part of coalitions including Greener UK, the Heritage Alliance and Nature Matters Northern Ireland. Together we were able to achieve commitments on environmental protection written into the EU Withdrawal Act and the draft Environment Bill, published just before Christmas 2018.

We have already mentioned our work in urban areas supporting organisations to look after green spaces affected by cuts to government funding. In addition, our Head of Greenspaces was appointed to the Government’s Parks Action Group.
The year ahead

We will continue to focus on service and presentation using the Visitor Journey Framework to give us a common set of standards across our properties. We will also be developing our research partnership with Oxford University and exploring the possibilities of our Independent Research Organisation (IRO) status to ensure that strong academic research underpins and runs through our work.

New farm lettings, our Riverlands programme and climate change mitigation are some of the ways in which we will be delivering our ambitions for nature in 2019/20. We will continue to create and restore habitats, integral to the health of our land and people who enjoy our outdoor places.

The safeguarding of our heritage will persist through conservation projects at special places like Lyveden, Northamptonshire and Wellington Monument, Somerset.

As part of our national programme, People’s Landscapes, the Peak District will launch a new walking trail curated by Jarvis Cocker called Be Kinder.

Faces of Change: Natures Champions is an exhibition created in partnership with the National Portrait Gallery that will tour to three National Trust Places throughout the year and will feature individuals who have championed nature from the 19th century to the present day.

As part of our urban objectives the Future Parks Accelerator will see us providing advice and consultancy to the eight councils that successfully bid to be part of the programme. These were Birmingham, Edinburgh, Nottingham, Plymouth, Bristol, Cambridgeshire, Bournemouth, Christchurch and Poole (BCP) and Camden and Islington. We will be working with them to design innovative and long-term plans for the management and funding of parks and greenspaces.

Our ambition to make our places for everyone will gain momentum. There will be improved standards of physical access and we will aim to replicate the success of our work with Alzheimer’s UK by exploring other partnerships which can support us to be more inclusive and welcoming. We will be focusing on more inclusive histories to help us create wider relevance in our storytelling.
Thank You

Thank you for your ongoing support of the National Trust as a charity and as a cause and making it possible for us to continue to look after the places in our care – for ever, for everyone.

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