



Going local

**National
Trust**

**Fresh tracks
down old roads**

Our strategy for the next decade

Why we exist

Things that really matter become more obvious in tougher times. Instead of material wealth or status, we take comfort in family and community, places we love, the appreciation of beauty, fresh air, and a sense of kinship, with each other, with the past and with the natural world.

Britain's glorious buildings, landscapes and coastlines belong to us all. Sharing these treasures is part of the glue which helps to hold our society together. At the same time they refresh our spirits and help us thrive in an anxious, fast-changing and often confusing world.

In our founder Octavia Hill's words, we look after beautiful places "for the everlasting delight of the people" – for everyone, rich and poor, city and country dweller, young and old.

So though the National Trust has always been about places, it has never been about places in isolation to the exclusion of those who enjoy them. What really matters is the delight each place can offer people: locations for inspiration, fun, physical and intellectual challenge, companionship, joy, consolation, and peace.

The simple pleasures of a walk in the woods or time spent before a blazing hearth in a much-loved room feel of greater value than any of the products we can buy on the high street.

Our charity exists to share those benefits with as many people as possible.

The scale of our conservation responsibilities is huge: more than 600,000 acres of countryside, 700 miles of coastline and over 300 historic houses and gardens. Each property is different, and needs the care of expert staff and dedicated volunteers.

Both the places themselves and we, as a charity, need to be sustainable for the long term: financially, environmentally, and in our strong relationships with those who love them, from the original donor families, to our tenants, members, visitors, staff and volunteers.

At each we must celebrate a distinctive spirit of place. Each too must nurture a web of human links – with those who loved it in the past or will do in the future, with neighbours and local communities, and with visitors for whom this special spot of earth can become like home, a vital part of their lives.

So, though the heritage we all share is immense, it is also personal and local. The heart of our strategy is to cherish these intimate qualities, so that millions of people each year can grow close relationships with the unique places in our care.

Success and relevance have made the Trust a large national organisation. Our passion though is for spirit of place and that must always be unique, individual, distinctive and local.

Front cover: Walkers on Housesteads Crags at Hadrian's Wall. This page: Working Holiday volunteers clearing bracken on Bosigran Farm, Cornwall. Opposite page from top; The view from Catbells peak in the Lake District; The woods at Tyntesfield; and Octavia Hill, National Trust founder.



Did you know?

Around 4,000 people of all ages have a great time on a Working Holiday each year, helping with vital tasks from hedge-laying to gardening to setting up events.

And...

The Trust website is undergoing a huge transformation providing each property with its own interactive microsite, so that visitors can personalise content and post comments.



The National Trust photography competition, in association with the Sunday Times, encouraged people to capture the magical link they feel for the special places they visit. Out of 11,000 entries, the over 18s winner was Rick Harrison, who caught this great view of Borrowdale in the Lake District. William Ryle-Hodges took this wonderful picture of woods at Tyntesfield and won the under 18s category. On the front cover is an image of walkers on Housesteads Crags at Hadrian's Wall, shot by Brian Richardson, an over 18s finalist. Overleaf is the photo taken by John Dinham, an over 18s runner up, of Birmingham schoolchildren jumping in to the sea near St David's, Pembrokeshire.



*for the everlasting delight
of the people*

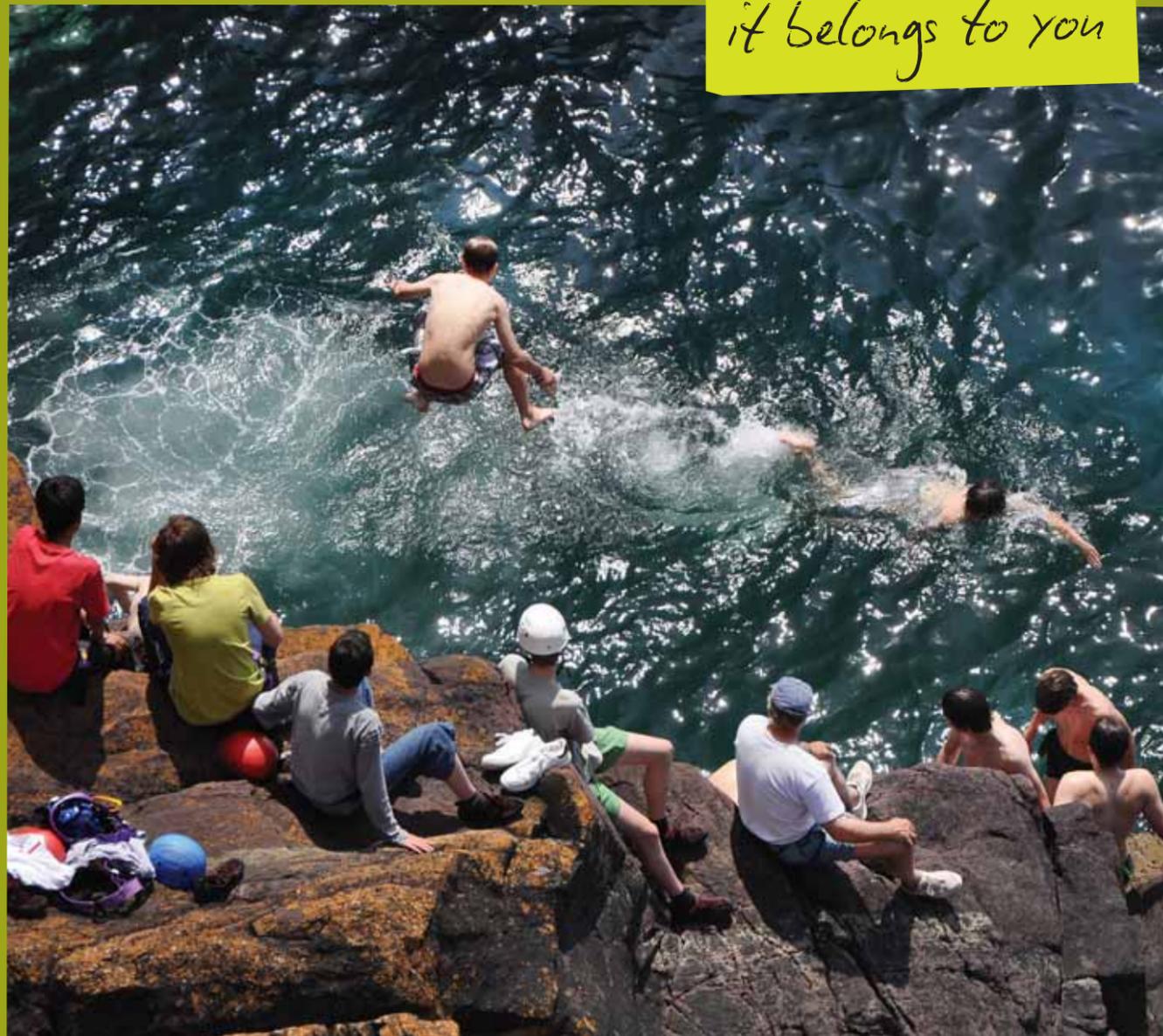


A sense of belonging

Our charity has never lacked ambition. From a tiny band of enthusiasts, membership has grown to almost 3.8 million. A small, determined pressure group has evolved into today's mass movement.



it belongs to you



Tens of thousands of new members are joining us because they like what we offer and believe in what we do. Many millions more visit and love our special places without joining. The Trust is theirs too. It belongs to us all, whether we've paid a subscription or not.

But we will not be satisfied until millions more appreciate what our buildings, countryside and coasts can offer. We were founded more than a century ago for the benefit of the nation. That means the whole nation, including those who still feel that the National Trust is for some reason 'not for people like us'.

We must challenge the perception that we are some sort of exclusive club for connoisseurs, or that we are solely concerned with bricks and mortar. As a big landowner, we are and always have been just as much about the inspiration and freedoms offered by the great outdoors.

Above all we will try to strengthen a sense of belonging and connection. What we care for belongs to us all. It unites us. Yet over time, vital links have become frayed, for instance between our largely urban nation and its countryside – and, worryingly in some cases, between our properties and the local communities which surround them.

We must renew these relationships to foster a greater sense of shared pride and ownership. Our charity has a role in helping us all to celebrate Britain's mosaic of fields and fells, villages, seashores and buildings great and small. We want to do so on a more personal scale, relishing the identities of the places we love most.

Some people still feel that the Trust is exclusive or remote. We will involve them in our decisions and challenge our own tendency to act as proprietors not facilitators. Approached with new ideas about how to use our land and buildings, we also intend to temper our aversion to risk.

Nor will we forget our commitment to scholarship, knowledge and expertise for which the Trust is rightly internationally celebrated.

While always keeping our conservationist eye on the long-term, we want wherever possible to make our answer 'yes' not 'no' – as long as one person's pleasure does not detract from another's.

To foster that crucial sense of belonging, we will change our mindset from owning places for people, to owning places with them.

£3m raised

Local people were the backbone of our campaign to save 18th century Seaton Delaval Hall in Northumberland for the nation which raised £3m, following the biggest public consultation in our history.

London Voices was a three year creative learning project with the aim of transforming four Trust properties in London to make them more family friendly and connect each more closely with its local community.

Lacock village in Wiltshire – wholly owned by the Trust – is a hugely popular location for film and television producers and has featured in *Harry Potter*, *Cranford* and the BBC's *Pride and Prejudice*. The property team and villagers make joint decisions on permissions and location fees are split 50/50 between the Trust and the Parish Council.

Opposite: Birmingham school kids jumping into the sea near St David's, Pembrokeshire; and illustration of Starfish (Asterias rubens). Above: Family resting at Petworth House, West Sussex.

Time well spent

Helping people enjoy life to the full has always been at the heart of the Trust's charitable mission. We do our best to give people memorable experiences in wonderful places. But we know we can do even better.

So far...

We have worked hard to tell people about the enjoyment on offer at our houses, gardens, coast and countryside, particularly in a time of economic crisis. We have:

- championed the value of the simple pleasures of life which can't be bought or sold;
- encouraged visits - over 15 million each year to our paying properties, tens of millions more to our coast and countryside;
- extended opening hours and organised new activities for people of all ages;
- opened up land for community use, including 300 new allotments;
- promoted the joys of growing and eating local, seasonal food through almost 1,000 events;
- offered new online walking guides, downloaded in 3 months by 200,000 people;
- worked hard to cut our energy use, cared for water and soil, and piloted two 'low carbon village' schemes;
- involved more people in conservation work, including 55,000 trained volunteers.

And now...

We are developing:

- new ways to bring places to life;
- a wider range of activities at properties, from nature walks and bike riding to surfing;
- open dialogues with local communities about new uses for our properties;
- new opportunities for public access to our land for food production;
- a more welcoming atmosphere for visitors, reducing signage and rules;
- collaboration with tenants and neighbours to reduce our energy use and to use resources more sparingly and efficiently;
- relationships with academic bodies to further enhance our commitment to scholarship, knowledge and conservation expertise;
- the instinct to say 'yes' more often than 'no.'

Allotments, walks and debates...

We pledged 1,000 new allotment 'growing spaces' by 2012 as part of our Food Glorious Food campaign, which led to a stampede of applicants. Over 300 new allotments have been created at 26 National Trust sites so far, with another 500 due in 2010. We also gave away 750,000 packets of seeds and held over 1,100 food events.

'Downloadable walks' were a big hit in 2009 with nearly 250,000 walks downloaded in the first year: www.nationaltrust.org.uk/walks aims to have 1,000 free trails on offer by spring 2012.

Three National Trust 'Quality of Life' debates attended by nearly 2,000 people and hundreds more online, discussed the importance of beauty, what makes us happy and the relative value of public footpaths and country houses.



you can touch

From left: The Red Drawing Room at Shugborough Hall; Box hedging at Seaton Delaval Hall; Beach at Murlough Nature Reserve, County Down; Box Hill, Surrey; Walkers at Bosrigan Farm, Cornwall; Girl with jar at Oxburgh Hall, Norfolk; Surfer at Godrevy, Cornwall; cycling at Ickworth, Suffolk.

Bringing places to life

The demands of conservation and public access can conflict, but shouldn't. Thinking for the long term – the sustainability of what we offer – we sometimes appear to have put a higher priority on caring for 'things' than people.

To conserve things for future generations, we need to explain this better; but we also need to 'loosen up' our protectiveness where we can. We are now developing exciting new ways to present our special places – by firing the imaginations of the widest possible range of visitors without compromising our duty of conservation.

it's time to loosen up



So far...

We are rethinking the way our built properties are presented to reduce their 'look, don't touch' atmosphere, and bring them more vividly to life. And we are rethinking how we use our land in a more creative way. We have:

- experimented with creating the look, sounds and smell of houses at crucial moments in their history;
- told moving stories of sadness or joy through presenting rooms as if they have just been left moments earlier by their historic owners;
- invited people at some of our houses to cook, play the piano, sit, read books or play snooker;
- found new ways to bring the daily routines and stories of former residents to life;
- begun to explore how to diversify the use of our land without losing its unique spirit of place.

And now...

We are developing:

- opportunities for all our properties to experiment with innovative presentation;
- freedom for managers to use their imaginations to broaden the appeal of their properties;
- new reasons for return visits by hosting events like concerts, theatre or art shows;
- acceptance that active use of some properties will mean more wear and tear, while still maintaining high conservation standards;
- the capacity of our houses to become hubs for exploring the countryside on foot, bicycle, canoe or horseback;
- initiatives to promote our huge presence in the countryside, encouraging people to enjoy the unique delights that time spent outdoors in remarkable landscapes can offer;
- ways to help our visitors, staff and volunteers to relax.

Berrington Hall, Croft Castle, Upton House and Wightwick Manor

have pioneered an exciting initiative, which aims to change perceptions of the typical historic house visit. In selected rooms visitors can hear sounds and music from the past and indulge their urge to touch, play or read.

Robyn Davies, five times women's British surfing champion, joined the Trust full time last year to teach surfing and encourage surfers to look after their beaches.

Lyme Park has brought a rare 15th century religious prayer book to spectacular life, using the latest digital technology to 'turn' the pages of the 'Sarum Missal', right alongside the unique original.

Opposite: Back to Backs in Birmingham. Above: Snooker table at Upton House, Warwickshire; Concert at Blickling Hall, Norfolk; and Surfer at Godrevy, Cornwall.

Life is local

In the past our built properties were at the heart of their communities. Now they can be both time-capsules, showing how people once lived, and contemporarily relevant by giving a taste of local culture and tradition. Our countryside has always been dynamic and changing, but it too has helped to model our national character and the qualities that unique places confer on those that live there. We want this role to deepen to put all our properties – built or natural – back at the centre of life in today’s communities, to help grow a sense of belonging, and encourage local pride and identity.



So far...

We have:

- shifted power from the centre to the properties, including for budgets;
- created new General Managers with greatly increased freedom to manage;
- urged staff to tap into the know-how, creativity and historical knowledge of local people;
- begun to foster better cooperation with our neighbours and local organisations;
- marketed local farm produce, arts and crafts in our shops;
- begun to shift from a preoccupation with ownership towards maximising the benefits we can offer, especially to our nearest neighbours

And now...

We are determined in future to:

- encourage property staff to interpret freely what ‘going local’ means for them;
- ensure our properties are more widely available for local community groups for activities and meetings;
- hold regular social events for neighbours and friends in the locality;
- encourage dialogue and local participation in decision-making;
- advocate local procurement and recruitment policies to bind our places more closely to their surroundings;
- review locally the use of our coast and countryside properties in partnership with our neighbours and other user groups.



The Trust’s traditional orchard project aims to revive orchards across England, exploring folklore, discovering rare fruits and looking at wildlife conservation. In **Brockhampton**, neighbours and school children help in the damson orchards and produce the most delicious local jam.

Thirty plots at the thriving community allotment scheme at **Gibside** are being used by community groups and local people, including mental health charities, four schools, a rehabilitation service and a homeless shelter. Property Manager Mick Wilkes said: “We’re right on the urban fringe here, so this is very much part of the whole community. What is fantastic is that... many of the people we work with now feel part of something, whatever their background.” Any excess food grown at the site is sold at the local farmer’s market.



a sense of belonging



By the early 1990s the village school, shop and pub in **Cwmdu**, near Llandeilo, Carmarthenshire, had closed – a real loss to this rural community. The Trust bought the rundown terrace, which included a pub, shop and two dwellings, to help preserve the hamlet, working together with the local community. Today, this partnership is thriving and all of the profits are invested in the community, bringing long term jobs.



Opposite: Horseriding in Hatfield Forest, Essex; Farm shop at Stourhead, Wiltshire. Above from top: Gardening at Trelise, Cornwall; Primary school children planting seeds at Gibside, Newcastle upon Tyne; Volunteer at Chyvarloe basecamp, Penrose estate, Cornwall; and illustration of Thrift (*Armeria maritima*).

Our cultural revolution

The strategy we have described means nothing less than a cultural revolution for the Trust. It demands a new mindset and a new way of working.

We have achieved a lot over the last decade, transforming our governance and putting our finances on a healthy footing with increased membership and revenues. This was a good start. But now there is more to do.

going local



Each year, the **Marsh Heritage Awards** recognise groups from the Trust's 55,000-strong army of volunteers. A recent winner was the **Gibside Farmers' Market**, which has gone from strength to strength, substantially increasing visitor numbers to the property on market day and promoting sustainability and the benefits of local food.

Villagers in **Wallington** in Northumberland and **Coleshill** in Oxfordshire are working with the Trust and our energy partner *npower* to create low carbon villages and reduce CO₂ emissions and energy bills. More than 50 houses in Coleshill have been insulated using 11,000 sheep fleeces from our own farms.



Our people: – free to be creative

Our culture required too much approval and consensus, slowing up decision-making. We are now handing power to our staff and volunteers at properties and slashing the rulebook, rewarding individual initiative, tempered by responsibility and the need to sustain our charity for the long term.

Our central office and regional teams will supply the core functions like financial management, IT, legal services and specialist conservation advice – which are best delivered collectively. Advisors will now act as consultants to property teams, who will be firmly in the driving seat.

We will measure our success by asking visitors about their experiences and perceptions of our conservation work, and monitoring the rate of increase in local membership.

Our resources: – sustainable income, sustainable places

When we promise to look after special places “for ever”, we mean it quite literally. To guarantee future generations that the vulnerable heritage we care for will always be safe in our hands and to maintain our independence from government, we work hard to raise money.

Our income sustains our buildings, chattels and land through expert conservation. To sustain that independence, we will increase the number of our properties in profit; build up our reserves and wage war on waste.

We will also take care of our environment by reducing energy and water use and substantially cut our dependence on energy sources outside our estate and develop our own energy sources. Good housekeeping and good scholarship will help us also to preserve and value our collections of pictures and chattels.

The lion's share of spending will be on front line properties, with 20% of revenues set aside for conservation, efficient energy use and reserves.

With simpler, faster decision-making and strengthened partnerships and relationships, we will nurture strong relationships between staff, volunteers and local communities.

Opposite: Vacuuming at Petworth House, West Sussex; Gardeners at Castle Drogo, Devon; Harvesting at Blaenglyn Farm in the Beacon Beacons. Above: 'The Cotswold Lion' sheep, Gloucestershire; and fitting energy efficient lightbulb at Petworth House, West Sussex.



National Trust

© Unless otherwise stated all photographs are from the National Trust Photographic Library. Front cover: Walkers on Hadrian's Wall, Brian Richardson, National Trust Sunday Times Competition finalist. Page 2: Working Holiday volunteers, Bosigran Farm, Cornwall, John Millar. Page 3: View from Catbells peak, Lake District, Rick Harrison, National Trust Sunday Times Competition winner; The woods at Tyntesfield, William Ryle-Hodges, National Trust Sunday Times Competition winner; Octavia Hill, National Trust founder. Page 4: Illustration of Starfish (*Asterias rubens*); Birmingham school kids by the sea near St David's, Pembrokeshire, John Dinham, National Trust Sunday Times Photography Competition runner up. Page 5: Family, Peworth House, West Sussex, Arnhel de Serra. Page 6 left to right: The Red Drawing Room, Shugborough Hall, Mike Williams; Box hedges, Seaton Delaval Hall, Dennis Gilbert; Murlough Nature Reserve, County Down, Paul Wakefield; Box Hill, Surrey, John Miller. Page 7 left to right: Walkers, Bosigran Farm, Cornwall, John Millar; Girl with jar, Oxburgh Hall, Norfolk, Nick Daly; Surfer, Godrevy, Cornwall, Ben Selway; Cycling, Ickworth, Suffolk, David Levenson. Page 8: Bedroom, Back to Backs in Birmingham, Paul Harris. Page 9: Snooker table, Upton House, Warwickshire, Nadia Mackenzie; Concert, Blickling Hall, Norfolk, Arnhel de Serra; Surfer, Godrevy, Cornwall, Ben Selway. Page 10: Horseriding, Hatfield Forest, Essex, Britainonview/Rod Edwards; Farm shop, Stourhead, Wiltshire, David Levenson. Page 11: Gardening, Terice, Cornwall, John Millar; Schoolchildren, Gbisdie, Newcastle upon Tyne, Mark Bolton; Volunteer, Chyvarloe basecamp, Penrose estate, Cornwall, John Millar; Illustration of Thrift (*Armeria maritima*). Page 12: Vacuuming, Petworth House, West Sussex, John Hammond; Gardeners, Castle Drogo, Devon, Paul Harris; Harvesting, Blaenglyn Farm, Becon Beacons, Paul Harris. Page 13: 'The Cotswold Lion' sheep, Gloucestershire, Nick Turner; Fitting energy efficient lightbulb, Petworth House, West Sussex, David Levenson. Page 14: Dog walking, John Millar. Page 15: Children playing in tree stump, Plas Newydd, Anglesey, Wales, Arnhel de Serra; Children, Chapel Porth beach, Cornwall, John Millar; On the rocks, Chapel Porth beach, John Millar; Young girl weaving, Quarry Bank Mill, Styal, Cheshire, John Millar; Family Fun event, Plas Newydd, Anglesey, Wales, Arnhel de Serra; Volunteer, Bosigran Farm, Cornwall, John Millar; The Devil's Slide, Lundy, North Devon, Joe Cornish; Staircase at Seaton Delaval Hall, Northumberland, Dennis Gilbert; Girls writing on slates, Quarry Bank Mill, Styal, Cheshire, John Millar; Concert, Blickling Hall, Norfolk, Arnhel de Serra; Visitors, Petworth House, West Sussex, Arnhel de Serra; Children swinging, Glendurgan Garden, Cornwall, John Millar; Playing on beach, Poldhu Cove, Cornwall, John Millar; Surfers, Godrevy, Cornwall, Ben Selway; Boy with magnifying glass, Quarry Bank Mill, Styal, Cheshire, John Millar; Digging up carrots in walled kitchen garden at Knighthayes Court, Devon, Paul Harris; Playing croquet, The Kymin, Monmouthshire, Wales, John Millar; Walkers, Brecon Beacons National Park, South Wales, Paul Harris; 'Victorian Housekeeper' with visitors, Chirk Castle, Wrexham, Wales, Paul Harris; Buff-tailed bumble bee, Ross Hoddinott; Highland cattle, near St Just, Cornwall, Ross Hoddinott.

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The National Trust is:

- a registered charity founded in 1895 to look after places of historic interest or natural beauty permanently for the benefit of the nation across England, Wales and Northern Ireland
- independent of the Government and we receive no direct state grant or subsidy for our general work
- Europe's leading conservation body, protecting through ownership, management and covenants 253,349 hectares (626,051 acres) of land of special importance and 707 miles (1,138 km) of coastline
- dependent on the support of 3.7 million members, millions of visitors, partners and benefactors
- responsible for saving and caring for thousands of historic buildings dating from the Middle Ages to modern times; ancient monuments, nature reserves, gardens, landscape parks, woodland and farmland leased to over 1,000 farm tenants
- a champion of volunteering. Our 55,000 volunteers contribute 3.1 million hours per year which equates to a notional value of more than £25 million
- a major employer, with 5,000 staff and training schemes for young people wishing to learn professional skills and embark on careers in horticulture and conservation.

The National Trust Act 1907 established the principle of inalienability – which underpins our core purpose to look after special places for ever, for everyone.

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