



*Nature, Beauty
& Heritage
for Everyone*

A ten-year strategy
2022 - 2032



**NATIONAL
TRUST** *for*
SCOTLAND

PREFACE

The National Trust for Scotland is the charity that cares for, shares and speaks up for Scotland's magnificent heritage. We're Scotland's largest membership organisation and we're independent of government.

Since 1931, we've pioneered public access to and shared ownership of some of the most magnificent buildings, collections and landscapes in Scotland. We care for ancient houses, battlefields, castles, mills, gardens, coastlines, islands, mountain ranges and the plants and animals which depend upon them.

Together, the places and objects in our care tell the stories of Scotland and the Scots: how our people travelled and interacted with the wider world, taking with them their energy and values and returning with new ideas and treasures. Without our involvement, many of these places and things would have been lost forever to the passage of time, development and the elements.

As we now look ahead through this strategy we have the opportunity to bring more enjoyment, health and economic benefits to Scotland's people and communities through our conservation and access mission. At the start of this period we are already directly and indirectly supporting over 7,400 jobs and contributing nearly £150 million per annum to the Scottish economy particularly in remote, rural areas. We are also contributing over £100 million equivalent of benefit to people's health and wellbeing. This strategy will see us grow this impact and conserve and restore more of Scotland's heritage over the next ten years towards our centenary in 2031.

Our values:

CARING

BRAVE

CURIOUS

VIBRANT

INCLUSIVE



Work party at Village Bay, St Kilda

A word from our *Chief Executive*



We've begun an exciting new chapter for the National Trust for Scotland. We're building on the experience, knowledge and skills we've gathered over the last 90 years so that we become a more resilient, better supported and relevant conservation organisation to more people.

Joining the Trust as Chief Executive in 2020, I was humbled by the dedication, teamwork and commitment of our people and, as an independent charity, by the generosity of support it receives. The work of the Trust touches on so many: from our workforce, including our army of more than 3,500 volunteers, through to members, our donors, local communities, schools, and millions of visitors every year from home and overseas.

What perhaps is often missed is the Trust's wider impact for good, from providing a voice for heritage under threat, through to the vital economic and social impact that our work delivers and the natural resources we protect. Everyone can benefit from

Scotland's heritage. Everyone can benefit from the work of the Trust.

And so, this strategy is a response to all that our charity has achieved over its long history, and to the current health, economic and environmental challenges which affect everyone. Our wellbeing has been greatly tested but access to greenspace, beauty and nature have proven to be vitally important. Being closer to home has emphasised the value of community and what we have around us. Now, the global climate and biodiversity crisis presents the biggest challenge to us and the places we look after. The Trust must play its part in minimising our environmental impact and rebuilding nature, and in this demonstrate leadership and support to others too.

Scotland is exceptional in its nature, beauty and heritage, and everyone should have access to this. So, it's only fitting that our new strategy is closely mapped around the places and stories that make our country so special, and that we work to involve as

many people as possible. In creating our new strategy we've set out a framework that charts our ambitions for the Trust's tenth decade, describing our intended achievements: from becoming carbon negative by 2031, through to championing Scotland's heritage for all, restoring and protecting habitats, historic buildings and landscapes and uncovering and sharing more of our nation's stories to a larger and more diverse audience. As you will see in this summary of our strategy, our objectives for the next ten years are brave, bold and ambitious. We have set our work across three phases, each one building the Trust's capability, capacity and the contribution it can make towards our centenary in 2031.

Scotland has benefited greatly from the vision of our predecessors in caring for and in many cases saving our country's heritage since the Trust's establishment in 1931. That heritage continues to have a vital place in people's lives now, perhaps more so than ever, but is facing new threats and even questions as to whether it can be preserved. The role and independence of the Trust therefore continues as a vital one alongside the many other bodies we work alongside in common purpose.

In this strategy we are firmly renewing our charity's commitment to its founding principles of caring for Scotland's special places and working to make these places inspirational for all. More widely, we will speak up for the protection of what we believe in and speak out against what we believe may be harmful to Scotland's priceless heritage.

We will also be practising what we preach, and in the pages that follow we illustrate some of our immediate ambitions. We want many others to emerge through the creativity of our staff and volunteers, working in partnership with the communities and the many partners we have across Scotland and further afield. Only in this way can we fulfil our vision of Nature, Beauty and Heritage for Everyone, and continue to care for Scotland's special places for future generations.

Thank you.
Philip Long OBE
Chief Executive
National Trust for Scotland



OUR VISION

Nature, Beauty & Heritage for Everyone

For the *love* of Scotland

The National Trust for Scotland is a charity that works for everyone to manage and provide access to some of Scotland's finest buildings, gardens, collections and landscapes.

As we look to our centenary in 2031, we are addressing the challenges of climate change and recovery from a global health pandemic. We are rising to that challenge with a renewed focus on sustainability, nature, learning and wellbeing. Over the next decade we will transform our organisation to be the leading body in Scotland that improves people's lives through access to nature and Scotland's heritage.

Through this strategy we will recover to be more resilient and more relevant as we reach our centenary and create a new legacy for the future.

The Strategy

This strategy has been shaped by our people and our members. We spent much of 2021 speaking to our staff and volunteers, as well as reaching out to our membership, partners and the communities we are part of, to find out what people want and need from the National Trust for Scotland in the coming years.



We combined feedback with a review of the work we've been doing as one of Scotland's largest charities to help conserve and enhance our country's rich natural and built heritage. We have based our ambitions on three 'pillars' of activity which combine to deliver our charitable purpose as well as ensuring our organisational growth and minimisation of our environmental impact:

*conservation,
engagement and
sustainability*



Glenfinnan Monument



CONSERVATION

Upland paths team at work

Conserving our natural and cultural heritage is a perpetual task. That's the very nature of dealing with sites of such historical and environmental importance. But it's one of the reasons our team is so passionate about creating new initiatives and ways of working to respond to short and long-term threats and ensure the Trust plays its role in conserving our heritage for everyone to enjoy.

OUR CORE **CONSERVATION** OBJECTIVES

The Trust's broad conservation purpose means we take a holistic view to the conservation of places and how nature and culture have combined to shape our landscapes over millennia. Some aspects including our historic buildings, battlefields, archaeology, geology, important wildlife habitats and heritage garden

features need our protection but we also need to do so much more to restore nature and enable it to flourish in these places. We are well placed to steward these important places because we see the bigger picture and we are able to take the long term view.

We will...

- ✓ have stabilised and improved the condition of our heritage buildings and structures ensuring their future and that of our collections and gardens
- ✓ have enriched Scotland's protected heritage to make it relevant to more people, either directly through ownership or working in partnership with communities and others
- ✓ have enabled nature to flourish across our countryside, gardens, farmed and designed landscapes, taking the opportunity to aid its recovery in places where climate change and past practices have diminished it
- ✓ be speaking up for our heritage which doesn't have a voice, doing whatever we can to promote its benefits and protect the places in our care and other landscapes, habitats, the marine environment and historic places that are important to Scotland

ENGAGEMENT

We want to show visitors and locals alike how precious our national treasures are and enlist their help and support to look after them. These treasures are our collective inheritance which we are entrusted with to pass on to those who come after us. In doing so, we want to find innovative and appealing ways to involve and benefit people and communities with this inheritance now.

OUR CORE **ENGAGEMENT** OBJECTIVES

We will...

- ✓ be a leading provider of inspiring heritage visitor experiences in Scotland to more than 6 million people per year by 2032
- ✓ be a learning organisation by championing skills to support traditional conservation and innovation and deliver an enhanced programme of research, informal and formal learning, mixing traditional and digital means to ensure that everyone can have access
- ✓ enable a greater number and diversity of people and communities to access our properties to improve their health and wellbeing



Georgian House kitchen

SUSTAINABILITY



Our significant conservation and other responsibilities mean we need to have long-term, sustainable sources of income. This also allows us to plan ahead and retain knowledge and skills. Being an independent membership charity is a critical and valued part of what we are alongside our ability to generate income through our commercial activities, fundraising and grants. Meeting our objectives depends on growing all these areas of support and instilling a strong fundraising culture at the Trust. This strategy also signals a major commitment on behalf of the Trust to wider environmental sustainability – which is also critical to our conservation role.

OUR CORE **SUSTAINABILITY** OBJECTIVES

We will...

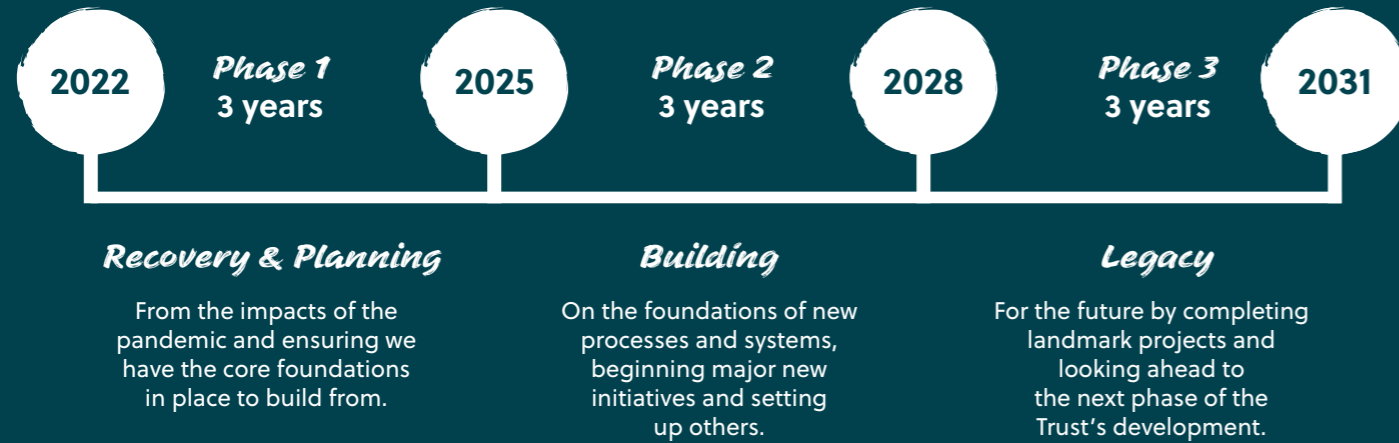
- ✓ be a growing diverse organisation, with over half a million members, 6 million annual visitors and a workforce that's representative of modern Scotland
- ✓ be financially secure, balancing our income with over £100 million of capital investment over the lifetime of this strategy, maintaining enough reserves to ensure our long-term resilience
- ✓ have transformed our organisation to be carbon negative by 2031 and work towards a more sustainable visitor economy
- ✓ have invested in our own people, the volunteers and staff who care for our properties, and equipped them with the systems and capabilities they need

A PHASED APPROACH

The last few years haven't been easy for any of us, but we're finding our way out of exceptionally difficult times and are now focused on how we can improve our charity for the future and so benefit more people through our work. To begin with, there will be a period of recovery in which we work to refocus on efforts waylaid by the COVID-19 pandemic and ensure we have the foundations needed to achieve our aspirations. At the same time we

will be delivering many exciting new projects during this period and planning many more, building on that solid foundation through the second phase. Throughout, we will be mindful of the legacy we have inherited and continue to be responsible for as we complete further landmark projects and look ahead to the next chapter of the National Trust for Scotland beyond its centenary year.

The journey towards our *ten-year objectives* is broken down into three phases, as set out below.



Outline phases of the ten-year strategy

SUCCESS CRITERIA

These criteria are a simple way of understanding what we are trying to achieve over the lifetime of the strategy.

- ✓ Our heritage assets are in a stable and improving condition
- ✓ Nature will be flourishing across our entire estate
- ✓ We will be a leading provider of inspiring visitor experiences in Scotland to a diverse audience of over 6 million visitors a year
- ✓ We will have embedded a collaborative 'One Trust' culture in which we all play a part in, enabling us to stabilise and continue to grow and improve through learning and fundraising
- ✓ We will have reduced our environmental impact and be carbon negative by 2031
- ✓ By 2032 half a million members and our generous donors will have supported over £100 million of investment in conservation, access and learning



Portrait of Colonel William Gordon, by Pompeo Batoni, 1766, Fyvie Castle

OUR *PROJECTS*

Delivery of the strategy depends on significant ongoing investment in the routine repair and management of our estate, as well as investing in adaptation and mitigation against the effects of climate change. Added to this is a significant programme of capital improvements across our places and online to support all aspects of our strategy. We've already committed to investing £38 million in hundreds of projects over the first phase of the strategy alone. A few major ones illustrating some aspects of our work are included here.



Isle of Canna

On the Isle of Canna, we'll be continuing to work in partnership with the community, restoring Canna House to better care for its collections as well as developing new visitor and community facilities; fitting tasks given the national significance of the natural and cultural heritage of Canna and its continuing island life, and the exceptional importance of the collection of *heritage* assembled by John Lorne Campbell and Margaret Fay Shaw which celebrates and preserves Gaelic culture.



Corrieshalloch Gateway

The Corrieshalloch Visitor Gateway in Ross-shire will be a new addition to this National *Nature* Reserve with one of the deepest and most spectacular gorges of its type in the British Isles. It currently has no visitor facilities, and so we are improving access and interpretation with a much needed, sensitively designed visitor gateway building to help visitors enjoy and find out more about Corrieshalloch's wonderful nature.



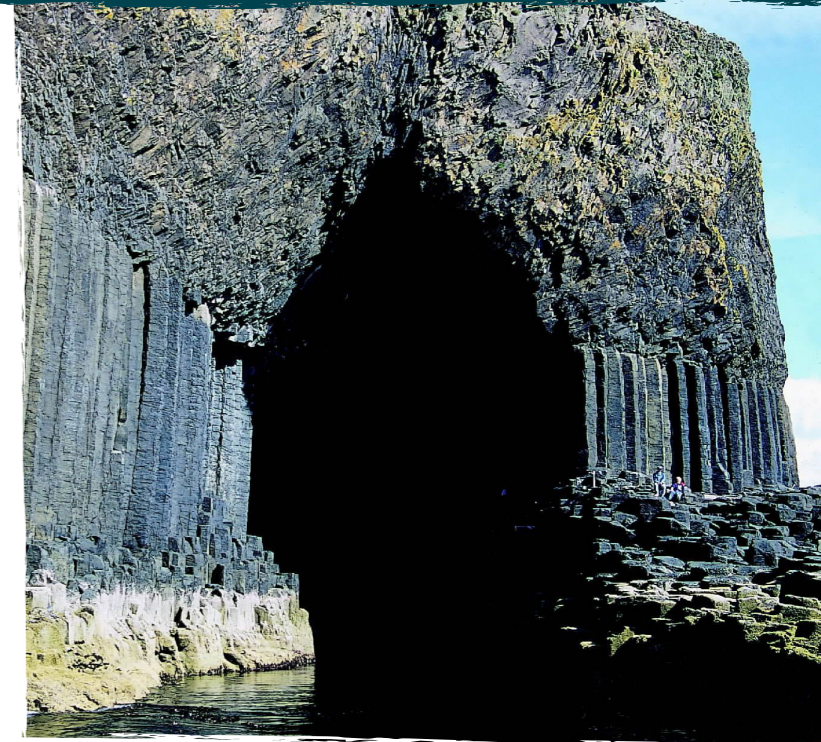


Mar Lodge Estate: Geldie Riparian Woodland & Peat Restoration

At the Mar Lodge Estate, the largest National *Nature* Reserve in the British Isles, we're planning two large-scale habitat restoration projects: to restore damaged and eroding peatland in order to lock in carbon that would otherwise be released into the atmosphere; and create 124 hectares of riparian woodland in Glen Geldie to help protect threatened salmon and pearl mussels from rising water temperatures.

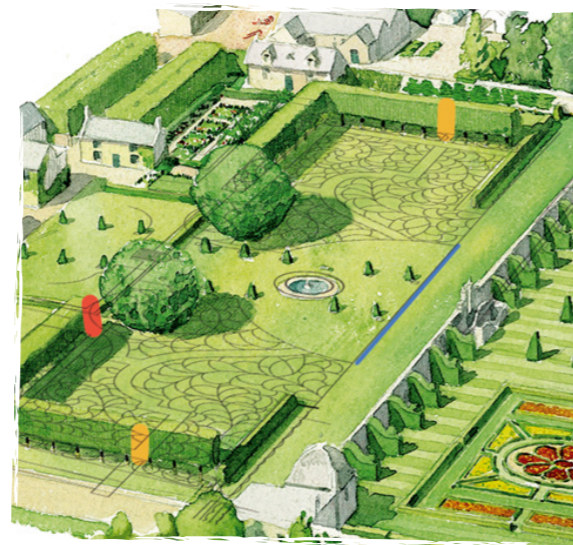
Staffa Infrastructure

On Staffa, one of our most important islands for seabirds, geology and cultural *heritage*, we'll be improving the island infrastructure and further conserving and protecting this special place of natural *beauty* that has influenced artists, musicians and writers from around the world since its 'discovery' in the 18th century.



Pitmedden Garden

Our *beautiful* gardens bring much joy and inspiration to our visitors. They also provide valuable skills development for gardeners, conservation of important plants and homes for wildlife. At Pitmedden, we'll be revealing in its full bloom a new garden with landscaping and planting designed by Beechgrove Garden presenter, Chris Beardshaw.



Pewter cross found at Culloden Battlefield in the "Field of The English"

CONCLUSION

This is just a snapshot of the work that we'll be undertaking – hundreds of individual projects have been built into the first phase of the strategy and on top of that will be many new initiatives designed to evolve ways of working at the Trust and to invest in skills and personal development.

For more information go to:
www.nts.org.uk/our-work/our-strategy



Glencoe turfhouse recreation



Young boy at Brodie Castle's Playful Garden



Garden, Crathes Castle



The Trust has achieved remarkable work over the 90 years since its formation. We, as an independent charity, could not have done this alone. We gratefully acknowledge the generosity of all our supporters; our volunteers, our donors and members, and those we work in partnership with. Our charity is uniquely placed to bring huge benefits to our communities, and together with the loyal support of many, we can bring about a step change in the care of heritage on behalf of the nation and visitors to Scotland.

Thank you

OUR VISION

Nature, Beauty & Heritage for Everyone

Our objectives:



Conservation

Caring for Scotland's special places

- ✓ We will have stabilised and improved the condition of our heritage buildings and structures ensuring their future and that of our collections and gardens
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- ✓ We'll be speaking up for our heritage which doesn't have a voice, doing whatever we can to promote its benefits and protect the places in our care and other landscapes, habitats, the marine environment and historic places that are important to Scotland

Engagement

Providing access and enjoyment for everyone

- ✓ We will be a leading provider of inspiring heritage visitor experiences in Scotland to more than 6 million people per year by 2032
- ✓ We will be a learning organisation by championing skills to support traditional conservation and innovation and deliver an enhanced programme of research, informal and formal learning, mixing traditional and digital means to ensure that everyone can have access
- ✓ We will enable a greater number and diversity of people and communities to access our properties to improve their health and wellbeing

Sustainability

Being a sustainable charity

- ✓ We will be a growing diverse organisation, with over half a million members, 6 million annual visitors and a workforce that's representative of modern Scotland
- ✓ We will be financially secure, balancing our income with over £100 million of capital investment over the lifetime of this strategy, maintaining enough reserves to ensure our long-term resilience
- ✓ We will have transformed our organisation to be carbon negative by 2031 and work towards a more sustainable visitor economy
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For the *love* of Scotland



OUR VALUES

CARING

BRAVE

CURIOUS

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The National Trust for Scotland, Hermiston Quay, 5 Cultins Road, Edinburgh EH11 4DF
Call us on 0131 458 0200 or +44 (0) 131 458 0303 from outside the UK Email information@nts.org.uk Visit nts.org.uk



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