



Business Plan 2026 - 2027

Public Summary

A vision for the next phase



NBN Trust Business Plan 2026 to 2027

The NBN Trust Board has approved the Trust's Business Plan for 2026 to 2027. This public summary explains the main priorities for the year ahead, the direction of travel, and how members, partners, funders and the wider biodiversity data community can share views during Phase 1.



A vision for the next phase

The Trust's mission remains unchanged, to make data work for nature.

But the world around us is changing quickly. Biodiversity data is growing in volume and importance, expectations on data quality are increasing, and AI and other emerging technologies are changing how data can be managed, connected and used.

To provide lasting value and impact, the Trust must build from solid foundations. That means a sustainable financial model, clear priorities, and a deeper understanding of the needs of our members, the wider Network, NBN Atlas users, and the organisations that rely on our services.

Our ambition is for the NBN Trust to help biodiversity data flow more effectively across the UK, with the trust, quality, and connection needed to support nature recovery. This means strengthening the NBN Atlas, developing the NBN Record Manager, supporting the people and organisations who create and share data, and helping evidence move more clearly and quickly into decisions for nature.



A vision for the next phase

To make this real, we will need to work with pace, focus, and openness. We will be evidence led and will stay curious about new tools and technologies, while remaining clear about trust, transparency, and public benefit. We will be bold and ambitious about the role the Trust can play but disciplined about what we take on. Most importantly, we will work with the Network, not around it, because the future value of biodiversity data depends on shared standards, strong partnerships, and the confidence of the people and organisations who collect, manage, and use it.

The year ahead

2026 – 2027 is a stabilisation and strategy readiness year. The Trust is a small specialist charity, and demand for biodiversity data infrastructure continues to grow. This year is about strengthening grip, protecting core services, rebuilding confidence, progressing priority funding routes, and preparing for a fuller strategy build from April 2027.

To support this, the Board has agreed that the current strategy will be extended to April 2028. This gives the Trust the time and space to do the work properly, rather than rushing into a new strategy before the evidence, funding model, and partner input are strong enough. It allows us to listen, test assumptions, clarify choices, and build the next strategy from a more informed and secure foundation.



The year ahead

This is not a pause in ambition. It is a deliberate approach to make sure the next phase of the Trust is grounded, credible, and shaped with the people and organisations who rely on the data infrastructure and the wider work of the Network.

Our priorities for 2026 - 2027



1. **Financial resilience and operating discipline.** We will strengthen budget control, cashflow sustainability, governance rhythm, business discipline, and capacity management.



2. **Income conversion and diversification.** We will progress priority funding routes, membership, statutory relationships, corporate support, and sponsorship opportunities, while being clear about alignment and capacity.



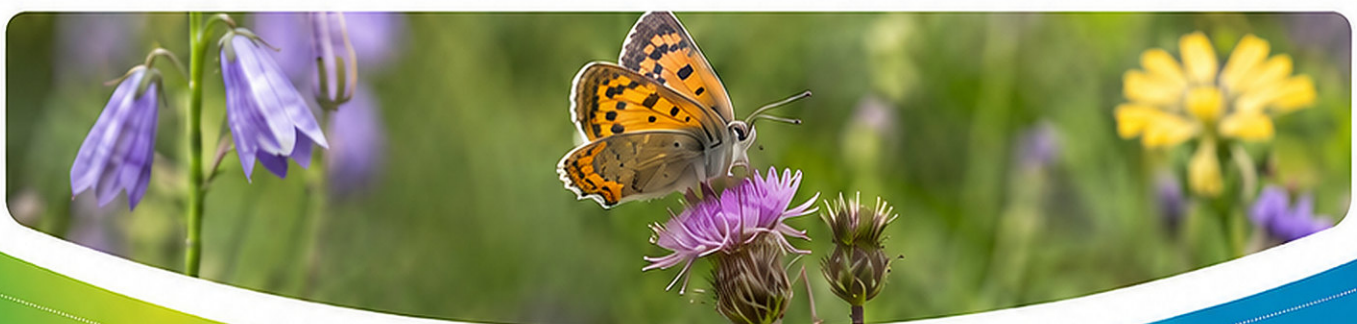
3. **Reliable data and platform services.** We will maintain reliable NBN Atlas services, support data flow, improve service health visibility, and strengthen cyber and incident readiness.



4. **Network confidence and engagement.** We will build confidence in the Trust as a network enabler through stronger communication, partner engagement, the Impact Report, Network News, the NBN Conference, and membership development.



5. **Strategy readiness.** We will prepare for the next strategy by clarifying values, principles, future service models, data and digital needs, and stakeholder expectations.



Our phased route

The Trust is taking a phased approach so that strategy is built from evidence and not in isolation.

1



Phase 1

2026 - 2027, is the year we must stabilise and prepare. Secure stronger foundations, protect core delivery, listen to the Network, and define the key questions for the formal strategy build.

2



Phase 2

2027 - 2028, is the year we formally build the Trust's next strategy. Working with members, partners, data providers, funders, and users to shape the Trust's future role, service model, funding mix, and delivery roadmap.

3



Phase 3

2028 onward, is when the Trust will deliver at scale. Implement the agreed strategy, strengthen the Trust's national role, and improve how biodiversity data is shared, connected, and used across the UK.



What this means in practice

The emerging direction is for the NBN Trust to become a clearer, stronger, and more valuable part of UK biodiversity data infrastructure. We do not see this as moving away from the Network. We see it as making the Network stronger, more visible, and more useful.

Alongside continued development of the NBN Atlas, we will test how the Trust can develop a clearer mix of public good activity, member value, partner services, and enhanced support where this is mission aligned and sustainable.

We will avoid making premature commitments. During Phase 1, we will focus on evidence, consultation, and careful design. Any material changes to services, funding models, or operating assumptions will need clear principles, partner engagement, and Board oversight.

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How to share views

We welcome feedback during Phase 1. We are especially interested in views on the Trust's national role, the future development of the NBN Atlas, how we can support data providers and users, and what a stronger biodiversity data infrastructure should enable for nature recovery.



Share your views through the feedback webform on the webpage where you found this document.

Please share comments, questions or suggestions through the feedback webform on the webpage where you found this document. Feedback will help inform Phase 1 evidence gathering during 2026 - 2027. We also expect to use member discussions, partner meetings, and the NBN Conference to test and refine the emerging direction.



Thank you for sharing your views





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Working with the Network
to support nature recovery.

