



ANNUAL REVIEW

2016–2017



Chairman's Foreword

Sir Moir Lockhead OBE



I am delighted to report that our financial performance continues to be strong with growth in membership, visitor numbers and sales in our shops.

In 2015, we began to talk about 'transforming the Trust' and throughout 2016 and into 2017 we actually did it. It has not been easy for our people, as we had to reform structures and practices that had been years in the making. However, I can genuinely reflect on the fact that the National Trust for Scotland is now in a much better place.

We are fit and ready to take on the challenges of continuing to grow our membership, investing in our properties and offering visitors a wonderful experience as they connect with the heritage in our care. Not least, we are giving our volunteers and staff the tools they need to do the jobs they love.

None of this would have been possible without the vision, determination and steadfastness of my fellow Trustees. They recognised the need for change and then saw it through.

Our executive team, led by Chief Executive Simon Skinner, have done an excellent job, showing strong leadership whilst at the

same time recognising the individual personal impact some of these changes have had.

As always, my thanks go to our volunteers and staff who carried on and continued to welcome visitors to our fabulous places. The fact that we are beginning to see rises in paying visitors, as well as reaching the highest membership figure yet, is testament to how talented and devoted they are.

A handwritten signature in dark ink, appearing to read 'Moir Lockhead', with a stylized flourish at the end.

Sir Moir Lockhead OBE
Chairman, June 2017

National Trust for Scotland at a glance

9

National Nature
Reserves



45

Sites of Special
Scientific Interest



46

majestic Munros



10,000

miles of
coastline

St Kilda

the UK's only
dual World
Heritage Site



76,000

hectares of
countryside



35

major gardens



13,500

plant varieties

10,000

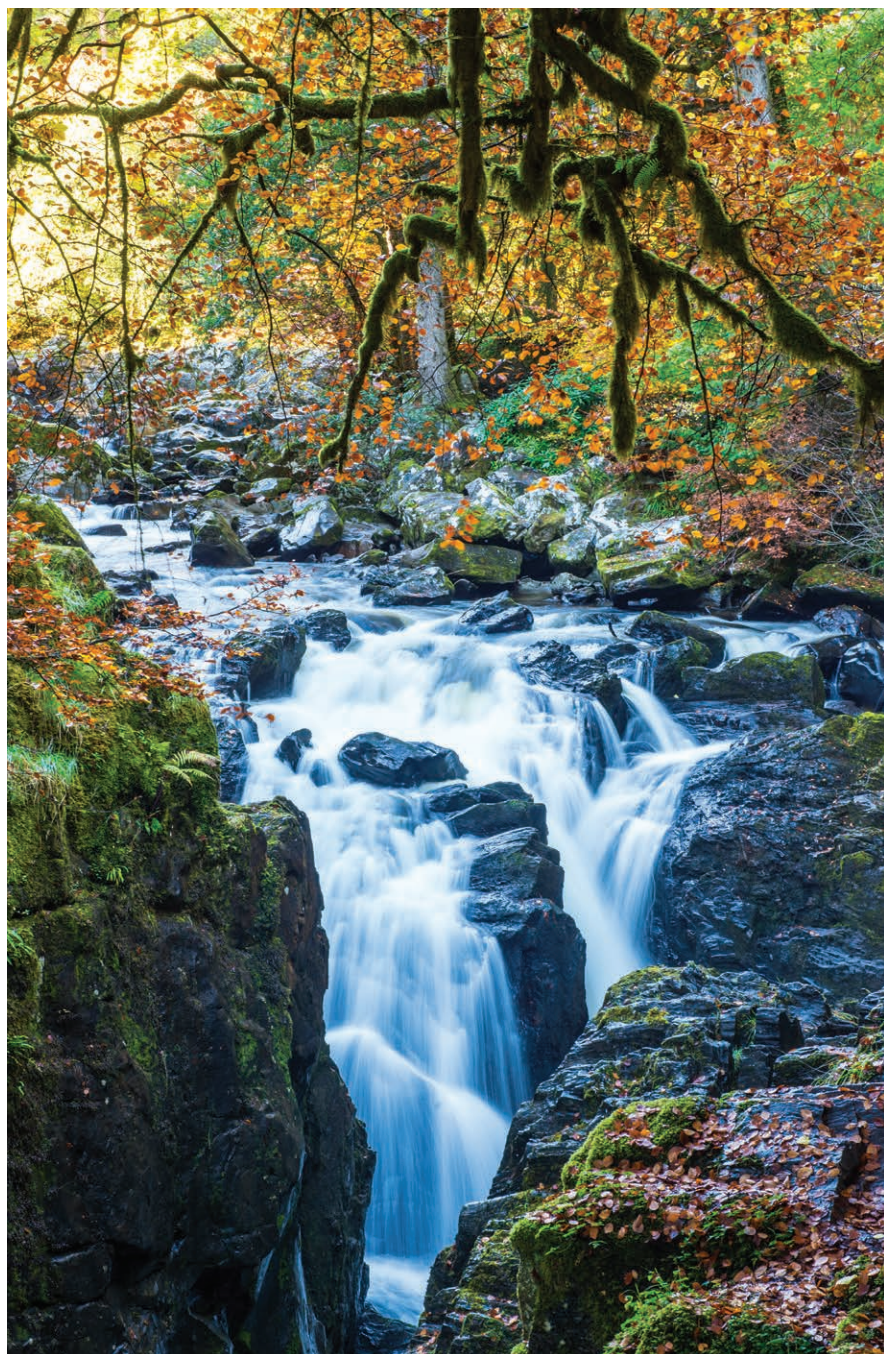
archaeological
sites



100,000

precious
artefacts





A year in Trust:

Highlights of 2016

MARCH

A year's worth of events marked the 150th anniversary of **Robert Smail's Printing Works** in Innerleithen. One of the most fascinating of the Trust's properties, it still functions as a working printers using original Victorian machinery.

30,914 children joined one of our **Cadbury Easter Egg Hunts** over four days, up 11% on the previous year.

APRIL

A £170,000 conservation project was undertaken at **Glenfinnan Monument**. Masonry was repaired, interior details were cleaned and restored, and improvements were made to accessibility. Monitoring equipment was also installed to keep an eye on a pronounced lean the monument has developed over the last two centuries.

MAY

CIE Tours International presented its 'Awards of Excellence' to **Crathes Castle**, **Culloden Battlefield** and **Inverewe**. The awards are given only to those attractions which achieve more than 90% customer satisfaction.

JUNE

The Trust celebrated the 30th anniversary of **St Kilda**

gaining its World Heritage designation.

As part of National Volunteering Week, a building conservation work party consisting of 20 volunteers lime-pointed and soft-capped the walls of **Balmerino Abbey**.

JULY

On **Mar Lodge Estate**, the long-term regeneration of Caledonian pinewoods resulted in marked success with naturally regenerated woodland spread over 835 hectares compared to 135 hectares five years earlier.

Generous contributions from the Friends of **Broughton House**, the Art Fund, the National Museum of Scotland National Fund for Acquisitions, the NTS Galloway Members' Group and a host of individuals allowed the Trust to acquire E A Hornel's 1885 painting *Harvesting*, *Kirkcudbright*.

AUGUST

Participants in one of the Trust's 'Trailblazer' residential working holidays helped discover a lost castle at the **House of Dun**. The 14th-century structure was found following repair work to the Erskine family's mausoleum and represented part of the chapel that stood on the west side of the original castle.

SEPTEMBER

After £2 million of investment, **Inverewe House** was opened to the public for the first time. Built in 1936 by Mairi Sawyer, daughter of the garden's founder, Osgood Mackenzie, the building now provides visionary interpretation along with welcoming catering and visitor facilities.

OCTOBER

The Scottish Government announced that a Marine Protection Area was to be established around **Fair Isle**, which will protect precious marine habitats to ensure the wellbeing of important seabird colonies.

A BBC Four production, *Britain's Lost Masterpieces*, revealed that **Haddo House's 'Virgin Mary'** was probably painted by Renaissance artist Raphael.

NOVEMBER

Collections held in **Broddick Castle** on the Isle of Arran were given formal recognition as being 'Nationally Significant to Scotland' by Museums Galleries Scotland on behalf of the Scottish Government. Included in the distinction is the castle's famous Beckford Silver Collection.

Chief Executive's Report

Simon Skinner



2016–2017 has been a turning point for the Trust. We have been through a process designed to set out the need for change, propose the means to achieve it, go through rigorous consultation and then begin to enact what amounts to a fundamental transformation of our charity.

We have refocused the Trust on its properties and, specifically, on what is needed to ensure we can attract more members and visitors to them. This means improving the facilities that underpin the visitor experience and introducing new interpretation that is more engaging and accessible.

More paying visitors and members mean more income. More income means more opportunities for investment in conservation.

Even as the financial year was closing, this investment was bringing about the first phase of physical improvements at the initial tranche of 'priority properties' – Culzean Castle & Country Park (£2.5 million), Brodick Castle, Garden & Country Park (£2 million), Brodie Castle (£2.8 million) and Newhailes (£2.4 million). The prospects for enriched visitor experiences at these and other properties are genuinely exciting.

As the Chairman touched on in his foreword, change has a cost that is more than financial. A new business model means different ways of conducting operations and as a result we have lost some functions while gaining others.

We appointed fresh leadership at a regional level, drawing in talented people from a range of backgrounds, who will bring accountability, initiative and decision-making back to where it belongs – at our properties.

Our specialist staff will continue to provide their expertise in landscapes, buildings and collections within regional and national Consultancy Services, while a new Customer & Cause function will ensure that what

we do and what we say is being heard, understood and supported.

Despite change, some things remain the same, including the steadfast support of our members. Our thousands of volunteers continued to give their time freely, guiding visitors, weeding gardens, repairing footpaths, and more, helping to keep the Trust and its properties viable. And day after day, our staff welcomed visitors, making sure their day out was safe and unforgettable.

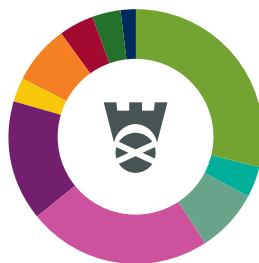
This dedication is the foundation of our future successes.

Simon Skinner,
Chief Executive, June 2017

Financial Summary and Key Performance Indicators

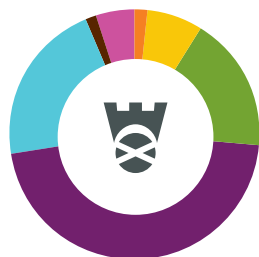
INCOME (£000)

Membership Subscriptions	14,593
Appeals & Donations	2,052
Legacies	3,957
Commercial Activities	11,836
Investment Income	7,685
Grants	1,637
Admissions	3,748
Rents	2,253
Property Income	1,753
Other Incoming Resources	939
TOTAL	50,453



EXPENDITURE (£000)

Membership & Recruitment	1,016
Publicity & Fundraising	3,854
Commercial Activities	9,547
Property Operating Expenditure	25,210
Conservation, Repairs & Improvements	11,624
Governance Costs	760
Other Resources Expended	2,620
TOTAL	54,631



KEY PERFORMANCE INDICATORS

KPI	2017	2016
Number of members at year end	366,000	351,000
Total visitors to properties	2.99 million	2.65 million
Paying visitors to properties	511,000	477,000
Conservation project expenditure	£8.7 million	£9.3 million
Gross fundraising income (excluding legacies)	£2.1 million	£2.7 million
RIDDOR incidents	9	13
Health and Safety enforcement actions	0	0

NOTES

RIDDOR = Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995

