



**NATIONAL
TRUST *for*
SCOTLAND**

**Trustees' Annual Report
and Financial Statements
For the Year ended 28 February 2021**

The National Trust for Scotland

Scottish Charity Number: SC007410

Protecting Scotland's heritage

For the *love* of Scotland

We take care of

245

miles of mountain
footpaths

We care for over

100

historic properties

We look after

76,000

hectares of countryside

We preserve

300,000

precious objects

We maintain

10,000

archaeological sites

We protect

EIGHT

National Nature Reserves

We tend to

100,000

plant varieties in our gardens



Table of Contents

Chairman's Statement.....	4
Chief Executive's Introduction	5
Trustees' Annual Report for 2020/21	10
Strategic Review	12
Financial Review 2020/21	18
Investment Policy and Performance.....	24
Reserves Policy	26
Structure, Governance and Management.....	28
Independent Auditor's Report to the Board of Trustees.....	37
Financial Statements for 2020/21	40
Consolidated Statement of Financial Activities.....	40
Trust Statement of Financial Activities	42
Consolidated Balance Sheet.....	44
Trust Balance Sheet	45
Consolidated and Trust Cash Flow Statement.....	46
Notes to the Financial Statements	47
Reference and Administrative Details	82

Chairman's Statement

2020/21 has been a year of highs and lows for the National Trust for Scotland. The first national lockdown meant that our properties all had to close just as we approached Easter, traditionally when we welcome our visitors back again, and we faced the overnight disappearance of the Trust's main income streams.

The Board of Trustees and Executive were convinced that urgent action was necessary if our charity was to survive as a going concern. We ceased all non-essential expenditure and took every necessary step to ensure the safety of both public and staff while continuing to care for our properties. Unfortunately, the great and unpredictable challenges arising out of this situation meant that we had also to reduce staff numbers, our greatest annual cost.

Thanks to our members and supporters, who proved magnificently loyal, contributing £3.5 million to our emergency appeal and continuing to support our charity through their membership, despite our properties being closed for so long, and thanks also to the economies made, to the Furlough Scheme, and to generous support totalling £3.8 million from the Scottish Government, we were able to reduce the number of redundancies needed and re-open more properties than we had envisaged would be possible, when that became permissible.

Even before the first lockdown was eased, by June and July 2020, it was apparent how much solace people were taking in the Trust's outdoor places, such as Glencoe and the woodland walks at sites such as Greenbank Garden. When we were able to open our properties again, the pent-up demand was quickly apparent. It seems clear to me that the yearning for closer contact with the natural world engendered by the pandemic had reminded people of the importance of the Trust's role and the ways in which the places we care for can provide succour for the soul.

As I write this, we're emerging from a second national lockdown and, once again, our staff and volunteers are gearing up to overcome the hurdles that COVID has placed in their way. Everything is being done to ensure

that the visitor experience is as good as it can be in the context of continuing restrictions.

I must also reflect on the hard work of our Trustees through this challenging period, saying farewell as we did to Caroline Borwick and Kevin McCormick at our first virtual AGM in September, and welcoming Ian Turnbull following his election by members. At the same time, Neil Oliver stepped down from the role of President after three years of active and much valued support for the Trust.

Simon Skinner generously delayed his retirement as Chief Executive to help us cope with the first months of the crisis until his place was taken by Philip Long OBE, who has shouldered the complex and demanding task of building the Trust's recovery even as the pandemic continued.

It has been a year of experiences that we hope never to repeat – and yet I do feel they have revealed the underlying strengths and worth of the National Trust for Scotland, and that they have inspired us to work yet more effectively both to protect the natural environment and the built heritage so as to ensure that they can be enjoyed and appreciated by all.

Sir Mark Jones Chairman



Chief Executive's Introduction

As our Chairman reflected in his statement, in May 2020, soon after the first national COVID lockdown was imposed, the National Trust for Scotland was one of the first major charities to raise significant fears for its future. It was feared income sources would be eviscerated in one fell swoop: the expectations were that £28 million of income would be lost, membership would plummet and the Trust was on the way to ceasing to be a going concern, with uncertain consequences for all the heritage and landscapes in our care.

My predecessor as Chief Executive, Simon Skinner led a series of actions to forestall this grim prospect. Expenditure was cut, a normal programme of disposal of non-heritage assets was accelerated, and most regrettably, 420 staff were placed at risk of redundancy. The measures were put to a formal consultation, which was ending just as I took over as Chief Executive at the very start of July 2020.

Generosity made all the difference. Firstly, our members demonstrated extraordinary loyalty – despite our properties being closed for months, and a substantial drop in membership numbers, the majority stayed with us, treating their fees as donations no doubt in recognition of the invaluable work our charity undertakes in caring for much of Scotland's most important heritage. Then there was the help given by the Scottish Government via Fiona Hyslop MSP, Cabinet Secretary for Economy, Fair Work and Culture, through confirmation on 16th August 2020 of a grant of £3.8 million, preceded by welcome assistance from Scottish Enterprise in developing a business turnaround plan.

We were also able to access the Coronavirus Job Retention Scheme (CJRS), with some 70% of staff furloughed at the peak. As I write many of our staff continue to work patiently from home, made possible by the Trust's IT readiness. The isolation brought about by this has inevitably proved hard for us all in an organisation where colleagues are friends with a common bond of commitment to the wonderful cause the Trust represents. Similarly, the work of the Trust is made possible by its legion of volunteers whose vital

help we have been unable to take up. We look forward greatly to being reunited and welcoming all back.

Inspiringly, we were lucky enough to benefit from a truly magnificent level of support when donors gave £3.5 million to an emergency appeal launched in May entitled **Save Our Scotland**, which the actor Brian Cox kindly agreed to front on social media. Our members donated over £1 million in response to our direct mail and special appeal edition magazine and our international Patrons' Club, a collective of individual donors, set and responded to a challenge to contribute £1 million between them. These gifts set a momentum of fast-paced philanthropy which exceeded our target by £1 million in just three months. Our appeal reached supporters across all channels and the cumulative impact of donations of all sizes was incredible, and deeply meaningful to our survival and recovery.

In addition to direct donations from very many people who were willing to come to our aid, a number of supporters decided to **Stride Out for Scotland** to raise both awareness and funds for our charity by undertaking sponsored walks and a cycle across the USA. George Russell raised over £72,000 by cycling across the entire United States over 50 days, his route taking him between San Diego in California and St Augustine in Florida. If that is not remarkable enough, George undertook this at the age of 74. Closer to home, our Visitor Services Supervisor at Haddo House, Edoardo Bedin, despite being under threat of redundancy himself, walked 500 miles between 23 Trust properties and raised over £6,700. This degree of devotion to the Trust was incredibly moving.

These contributions helped us turn a corner, albeit one where we had to make redundant over 200 friends and colleagues, though half the number we had originally feared. As a new Chief Executive, it was dismaying to have to oversee such an unwanted but necessary action so early in my tenure.

The accumulated results of all these efforts and the support we received, meant we were able to minimise the impact on our operational deficit. This is the contribution of our normal operating activities, but

excludes income from fund-raising activities, investment income, proceeds from asset disposals and expenditure on capital projects. At the end of 2020/21 this was a deficit of £14.4 million, well below the anticipated budget deficit of £20 million. The net financial position shows a surplus, which is of course a positive development, but this resulted from a combination of **non-recurring factors**, such as the receipt of the Scottish Government Grant, income from the CJRS, and donations from the Save our Scotland appeal, **notably a higher-than-expected net gain on the valuation of Trust investment funds and our delays on spending offset partly by the recognition of redundancy costs and a provision for dilapidation costs.**

Additionally, the conditions of the pandemic forced us to defer a considerable number of capital projects and essential maintenance works into 2021/22. This is a matter of timing and does not represent a true saving to the Trust. As a result, we expect a **significant deficit in 2021/22** as we undertake both planned activities for the year, and those carried over from 2020/21. **Capital improvement projects worth £7m were postponed or deferred**, with only £3.7m of the £10.7m budgeted spent. These projects and activities are still essential to the Trust to continue to care for its heritage properties and invest in members' experiences.

This has, inevitably, meant that some of the projects we had planned, such as for the **House of Dun** in Angus and Edinburgh's **Gladstone's Land**, have run well behind schedule. Both should have been welcoming visitors in the summer of 2020 but, thanks especially to the resilience of our staff, are now back on track for the spring and summer of 2021. They are both very exciting initiatives, building upon the fascinating historical stories and settings of both properties in new and engaging ways, and we look forward greatly to sharing them as soon as that becomes possible.

Critical projects, such as the House of Dun, are only possible with the support of donors who have demonstrated their passion for our heritage by leaving a legacy, making a donation and working tirelessly on our behalf. I would like to take this opportunity to thank Members' Centres and Friends' Groups who have donated generously this year, our Patrons' Club members who are passionate about this project, and

Dr Shelia Bain whose legacy will be a transformed House of Dun.

Similarly, restrictions halted our renovation of the stables at **Newhailes**, work on which has now been completed, and provides fresh facilities for our visitors, including an important welcome and orientation point to the extraordinarily rich heritage of this estate. So too at **Pitmedden Garden** where landscape architect, Chelsea Flower Show garden designer and *Beechgrove Garden* presenter Chris Beardshaw has designed a spectacular reinterpretation of the property's parterre garden. Our charity would like to thank Professor Ian Young and his wife Sylvia, who enjoyed a long association with and deep love of Aberdeenshire, for supporting this place. Despite all the trials and tribulations of last year, the garden staff have progressed enormously well with ground preparations and laying out the design in readiness for planting in 2021.

Although we had to weather a second national lockdown from the very beginning of 2021, we are confident that our reserves are sufficiently strong and our structure lean enough to withstand both this and the further uncertainty ahead, in particular to the tourism industry, upon which the Trust depends.

It's the fact that so much has been achieved by the Trust's tenacious teams, despite all the difficulties, that has most impressed me since I took up my post. This includes **Project Wipeout**, our major effort to remove invasive non-native plant species from large parts of our estate. In the course of the year, we have successfully tackled over 40 hectares of the most destructive plants since August 2020, including *Rhododendron ponticum*, Japanese knotweed and American skunk cabbage at **Inverewe, Corrieshalloch Gorge, Torridon, Balmacara and Kintail** in Wester Ross, at **Brodie Castle** in Moray, at **Brodick Castle, Garden & Country Park** on Arran and at **Culzean Castle & Country Park** in South Ayrshire. We are deeply grateful to the players of the People's Postcode Lottery, the NatureScot Biodiversity Challenge Fund, Baillie Gifford and an anonymous donor, whose funding has made this possible.

While we were removing unwanted plants at these places, at **Ben Lomond** we were doing the opposite – concluding a project that has been ongoing since 2019

to restore 55 hectares of the slope of Ben Lomond to regenerate natural woodland cover. Regeneration over a longer period has now led to the **Mar Lodge Estate NNR** near Braemar being increasingly recognised as one of the most important and successful nature conservation projects in decades, where ongoing restoration of the Caledonian pinewoods continues apace, and we see the return of species like hen harriers and the emergence (with our help) of montane woodland. To mark 25 years of Trust ownership of the estate, the team there launched **Pinewood Gin**, a brand-new spirit created using botanicals from the pinewoods including juniper, pine needles, birch leaves, bog myrtle, wood sorrel and blaeberrries. As you might imagine, this proved extremely popular with a locked-down public whose enjoyment was enhanced by knowing that the proceeds were re-invested in the property.

While lockdown hindered many aspects of the Trust's work, it did not affect either our continuing need to explore, interrogate and share the stories of the places in our care or our advocacy for Scotland's wider heritage.

Our research project **Facing Our Past** has been providing genuinely fascinating information. Our role from our beginnings in 1931, has been to uncover the stories of people behind our properties, increasing knowledge of how they came into existence, their relationship with communities, with the land and with wider society. Such histories are as much a part of the heritage we are responsible for and have a duty to explain as our duty of care to the physical heritage we are entrusted with. It is an indisputable fact that many of the properties belonging to the Trust have an association with the profits of slavery; researching into this is therefore important work for us to undertake, as part of the broader research we do in many fields, to look after, understand and explain the heritage in our care.

This does not amount to what might be referred to as 'cancelling' historic figures from our past - quite the opposite. Our objective is to add another dimension to the history of the places in our care that has often been unacknowledged, and this will be achieved through new interpretative materials in the coming months and years. Some of the stories we are uncovering are

shocking to a modern audience, but there are many positive stories too – and the information we find will be woven into narratives at our properties where it belongs. A survey of over 1,000 members conducted towards the end of the financial year confirmed that the great majority would like us to continue this approach to explaining the fullest possible historical background of the properties we are responsible for.

The Trust takes seriously its leadership role in conservation, environmental and heritage matters, including as part of **Scotland's Landscape Alliance**, exemplified by the publication of this unique forum's first report and call for action: **Landscape and Place for Success**. The 60 allied organisations span interests across public health, design, land management and community development. This document, published in September 2020, highlights their joint vision and recommendations for change, all of which will be used to influence policy makers.

From land to sea: Our Marine Policy, **Turning the Tide: A Policy for the Protection and Use of the Marine and Coastal Environment**, calls for restrictions on the most damaging practices such as scallop dredging in bio-diverse areas of the seabed, and for further consideration of re-instating the ban on mobile fishing gear within three nautical miles of the coast. The Trust has also joined the **Open Seas Coalition** along with like-minded organisations seeking similar objectives. Together, we have been watching the candidates coming forward for the Scottish elections in May 2021 very closely to see how they respond to these imperatives.

The most effective policies are those that result in action and we are pleased that our ongoing defence of the wider historic battlefield of **Culloden** has been successful. Following the debacle of the Viewhill Farm development, many people locally, across Scotland and internationally realise what is at stake and we are grateful to all those who have objected to piecemeal and ill-thought-out planning applications that threaten the integrity of one of the last complete historic battlefields in Scotland. The Trust owns a limited part of the site and we can only oppose inappropriate development outside of this with the help of others, including the elected representatives of Highland Council, who turned down yet another intrusive

proposal in December 2020. The need for national legislation to offer legally binding protection for Culloden and other historic locations has never been clearer.

Open Seas and protection of Culloden are further reminders of the centrality of partnership for the Trust in achieving our core purposes. The continuing support of Lidl in producing the seasonal editions of the **Lidl Book of Big Adventures** allowed us to keep families occupied during such an immensely challenging year in which schools were largely closed. The free booklets rapidly disappear from stores as soon as they are published, as shoppers take home craft and puzzle activities based on our properties and collections.

New partnerships with **Naked Wine** and **Prickly Thistle** promise support for our conservation work, and another, **Pioneering Spirit**, highlights the impact that Scotch whisky production has had on Scotland's cultural heritage and its modern way of life. Supported by **The Glenlivet**, the project pairs archive research with archaeological investigation that uncovers the illicit stills and forgotten bothies that were used to illegally produce and smuggle Scotch whisky across the Highlands in the early 1800s. Rightly so, as this industry affected almost every aspect of Scottish life, from trade to immigration and even family dynamics.

Support also came through one of our most longstanding partnerships, that with the **National Lottery Heritage Fund**. £250,000 was allocated to **Bannockburn** to fund changes to the visitor experience which make it more suitable for the ongoing COVID restrictions. Further developments will also enhance the experience for visitors outdoors, adding information panels and an audio experience to the A-listed Rotunda with its stirring centrepiece of Robert the Bruce by the outstanding sculptor Pilkington Jackson.

As the financial year drew to a close, we were delighted to learn that the **Sustainable Visitor Infrastructure Project**, run in partnership between ourselves, Highland Council and Glencoe and Glen Etive Community Council, had been awarded £375,000 from the Rural Tourism Infrastructure Fund (RTIF). At the year end the agreement remained unsigned and therefore in line with our accounting policies and income recognition criteria of the SORP it has not been

recognised in 20/21. The largest element of the project will be an upgrade of **Glencoe's** busiest parking areas beside the A82 at the iconic Three Sisters viewpoint. There will also be construction of purpose-built visitor waste hubs at four locations in the Glens, and exploration of the establishment of a park-and-ride, hop-on/hop-off shuttle bus service, and the creation of the 'Glencoe Greenway', a traffic-free route that would link the Glens with the National Cycle Network's nearby Caledonia Way.

While visitors were unable to come to many of our properties for significant parts of the year, we did our best to bring our properties to them. As well as engaging with our members and supporters in troubled times, it was helpful to remind people what we do behind the scenes to care for properties even if they are closed. This is where our online presence through our website and social media came to the fore. There was an enormous amount of interest in our **Scottish Animals World Cup**, which also attracted coverage in print and broadcast media (otters won, in case you're wondering), as well as in video lectures delivered to our members and online content that covered gardening tips, history trails and notable items from our collections.

The need for stimulation while at home no doubt also played a part in the success of our **For the Love of Scotland Podcasts** hosted by well-known Scottish journalist Jackie Bird, which highlight the inspiring work undertaken by our modest Trust 'heroes'. The move to online communication also brought about innovation in the form of our **very first 'virtual' Annual General Meeting** in September 2020: This attracted a larger attendance than we have seen for some time at our regular AGMs and gives us some real pause for thought about boosting future engagement in the Trust's Governance.

A somewhat glitzier experience, although still online, was our **Burns Big Night In** broadcast from Burns Cottage in January 2021. This was hosted by Anstruther-born and internationally known Edith Bowman with contributions from poets, musicians, the comedian Janey Godley and Trust staff. Especially important for us in this tribute to the Bard was the platform it provided for Scottish creative talent, the opportunities for whom have been severely limited in

the last year. Their performances made for a highly successful event that clearly points to routes to increase participation in the Trust in the future.

Speaking personally, the occasion for me which underlined the Trust's enduring mission was the **90th anniversary of the evacuation of St Kilda** on 29th August 2020. A few months before, a Norwegian journalist had contacted the Trust to say that four children had found a small model boat at the beach on Andoya, the northernmost island in Norway's Vesterålen archipelago. This had split open to reveal postcards addressed to seven people including our Patron, HRH Prince Charles, The Duke of Rothesay. The children had resolved to ensure the postcards reached their destinations.

It transpired that the model was a traditional 'St Kilda Mailboat', which the islanders in past centuries would have cast into the sea in the hope it reached the mainland. This boat had travelled 1,000 miles since it had been launched into the sea from St Kilda in August 2010 to mark the 80th anniversary of the evacuation. The matter came full circle when our Patron received his card, which had been written by Susan Bain, our Western Isles Manager, and replied in turn to say how much he had enjoyed his own visit to St Kilda in 1971 with Her Majesty, the Queen.

It's a fascinating demonstration to me how the stories of our places continue to evolve and that heritage itself can beget more heritage. The Trust too, approaching its own 90th birthday as I write, is now being woven into those stories too.

The Trust's Executive Committee changed towards the end of the year, with, as mentioned by the Chairman, the departure of Simon Skinner. Louise Page also departed from the role of Chief Financial Officer and Director of Corporate Services and Patrick Duffy, Chief Operating Officer, left the Trust in February 2021. I was delighted to welcome Katerina Brown as Louise's successor, and she did a magnificent job in presenting the financial accounts at the 2020 AGM only a few weeks after her arrival: Her fine work continues in the remainder of this Annual Report.

To conclude, the Trust's mission of conservation continues. We intend to reinforce this purpose, as well as explore our wider role, in the new strategy we are now developing to support our work as we advance towards our centenary. I look forward to describing its ambitions in our next report. Until then, I would like to say that as well as my sincerest thanks to the members, supporters and donors who have helped us overcome this most difficult of years, I am deeply grateful to our staff and volunteers who stoically bore these difficulties and ensured that our properties remained cared for and that we met our obligations without fail.

Philip Long OBE
Chief Executive

24 June 2021

Trustees' Annual Report for 2020/21

We are pleased to present the 2020/21 Annual Report in accordance with the Charities Statement of Recommended Practice and applicable law.

Since 1931, we've pioneered public access to and charitable ownership of some of the most magnificent buildings, collections and habitats in Scotland. We care for ancient houses, battlefields, castles, mills, gardens, coastlines, islands, mountain ranges and all the communities, 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 damage caused by time, tide, climate, voracious pests and developers.

As the Trust is an independent charity and not part of government, we're free to raise our voice when we need to, challenging politicians, policymakers and commercial interests, as well as offering constructive advice based on the hard-won experience of nearly 90 years of pioneering conservation work.

Under the unique powers of inalienability and conservation rights given to us under the *National Trust for Scotland Order Confirmation Acts 1935 and 1938* we have the ability to enter into legally binding conservation agreements that enable us to protect important places that we don't own and the power to declare our land to be inalienable, both reinforcing our mission to speak up for all of Scotland's heritage wherever and whenever it's under threat.

As a membership organisation, most of us are directly elected by our members and we must be Trust members. We're accountable to our membership, with a duty to ensure the long-term protection of Scotland's heritage.



Fair Isle Lighthouse

Our Vision and Strategy –

Our Big Ambition



PROTECT

*We'll improve the condition of heritage in our care.

*We'll change the way we work to reduce our carbon footprint

*We'll speak out to protect Scotland's heritage when it is threatened.



EXPERIENCE

*We'll help more people to learn about our heritage

*We'll welcome more visitors, more often.

*We'll tell more stories in new and exciting ways.

*We'll help people and communities to get more from our landscapes and places



PROMOTE

*We'll keep talking to policymakers so that Scotland's heritage can benefit more people.



SUPPORTS

*We'll increase support so that we can invest more in everyone's heritage.

OUR TARGETS for 2018-2023

To spend

£57 million

improving the visitor experience and condition of heritage in our care

To increase support through donations to more than

£10 million

To build support through membership to more than

490,000

To increase annual visitor numbers to more than

5 million

To create active learning experiences for more than

100,000





people of all ages and backgrounds each year

Strategic Review

Our Performance 2020/21

2020/21 was the third year of the Trust's new vision and five-year strategy outlined on page 11, continuation of the delivery of the *Transforming the Trust* change programme and embedding performance management around the new strategy. However, in a year of global pandemic the Trust has had to respond and adapt well beyond normal expectations. The pandemic and associated measures imposed by Governments had a profound impact on our operation which is reflected in our performance indicators below.

Eleven key performance indicators (KPIs) are used to measure progress with the implementation of our strategy. Our performance against these KPIs is summarised below:

	Objective	KPI	2020/21	2019/20
 PROTECT	1. Improve the condition of heritage in our care	Conservation Performance Index (CPI) ¹	67%	66%
	2. Reduce carbon equivalent emissions	Carbon equivalent emissions	5.9 kgCO₂e per visitor²	2.23 kgCO ₂ e
 EXPERIENCE	3. Increase total visits	Total Visitors	1.5 million	4.1 million
	4. Increase visits to built-heritage properties	Visitors to Gated Properties	0.5 million	2.6 million
	5. Increase member visits	Average Visits per Member	4.7	11.6
	6. Improve visitor satisfaction	Visitor Satisfaction Index	9.0	9.0
 PROMOTE	7. Improve brand reputation and awareness	Brand Index	25	24.5
 SUPPORTS	8. Increase income from fundraising	Donations and Appeals Income	£4.4 million	£2.7 million
	9. Increase members	Number of Members at year end	309,871	353,768 ³
	10. Improve workforce engagement	Workforce Engagement Index	60%⁴	67%
	11. Improve safety	Accidents per 100,000 visits	4.5	4.5

Notes:

¹ The Conservation Performance Index (CPI) is used to measure how well we are putting conservation into practice at our properties.

² Results this year show a 30% reduction (compared to previous year) in our carbon equivalent emissions which amount to 2,781,000 kgCO₂e. This reduction is a consequence of our energy efficiency measures and reduction in business travel and closure of offices and visitor facilities due to the pandemic. However, the other dimension to our intensity ratio is visitors to built properties – where we saw a 70% reduction compared to last year. The result, comparing like for like, is that our corporate KPI has gone up from 2.2kgCO₂e per visitor to 5.1. Regulations enable us to dual report our purchased electricity which is from 100% renewable tariff with zero emissions rating. When this is taken into account our total emissions are 1,324,496 kgCO₂e with equivalent KPI of 2.4kgCO₂e per visitor.

³ During 2020/21 a re-basing exercise of 2019/20 membership resulted in a change from 371,803 to 353,768.

⁴ This is a measure of the staff's response to the question 'I would recommend the Trust as a good place to work' by both paid and voluntary employees. The drop to 60% may be explained by the fact that the population has absorbed extraordinary events this year (70% being placed on furlough, c430 colleagues being placed at risk or redundancy, c200 colleagues leaving by means of redundancy, and a recruitment freeze which saw c400 people not joining the Trust at the beginning of lockdown). It is worth noting that the engagement KPI score for paid employees has dropped only one percentage point in comparison to 2019.

Our Achievements in 2020/21

Much of our planned work in the year was postponed to protect our finances or was prevented from happening due to COVID restrictions. A positive impact has been a 30% reduction in our carbon equivalent emissions from business travel and energy use. However, we are proud that we were able to still progress some exciting and necessary developments across our four strategic objectives. Our emphasis has been on **protecting** our properties and gardens to enable them to open up again as soon as possible when restrictions were lifted. We adapted to periods of lockdown by shifting much of our engagement online to provide new **experiences** and insight to our properties, objects and their stories. We continued to enable access to our gardens and countryside properties throughout the year, providing invaluable opportunities for safe outdoor connection with nature. We were also active in speaking up for heritage, **promoting** its benefits to policy and decision makers. Our Save our Scotland public appeal and **support** from Scottish Government were instrumental in enabling the Trust to continue in the absence of visitors to our properties for much of the year.

Protect

Some of our major achievements to protect heritage this year included:

- Work to protect biodiversity on our most important countryside properties from non-native invasive plant species was able to go ahead through **Project Wipeout**. During the year, we have successfully tackled over 40 hectares of the most destructive plants since August 2020.
- At **Ben Lomond**, one of our most visited sites this year, we concluded a project to kickstart the regeneration of native woodland, currently suppressed by grazing, across 55 hectares to enhance biodiversity and the landscape. We discovered that our work had provided ideal habitats for many species, some of which have previously gone unrecorded.
- The Trust has been progressing research and sharing of our intangible heritage including the stories of the people linked to our places. This form of heritage is as valuable to understand and protect as the tangible places and objects we can visit, see and touch. Our research project **Facing Our Past** has been a major pillar of our work in this area, uncovering the stories of association with the profits of and links with slavery.
- A **Trees for Life** project in partnership with the Trust to establish new seed sources for rare mountaintop trees in *Glen Affric* received more than £125,000 from the Scottish Government's Biodiversity Challenge Fund. The purpose is to reverse the loss of the tough, waist-high 'wee' trees such as dwarf birch and downy willow, which were once widespread in Scotland.
- Our report, **Culloden – Living with the Battlefield**, based on the responses of more than 3,000 people to our Culloden 300 consultation in 2019, revealed that the great majority want to see binding protection for the site.

Experience

Much of our work to provide experiences for learning and enjoyment had to take place online or outdoors. During the late summer we were able to open the majority of our properties again. Our achievements this year have included:

- Our **Morton Photography Project** stepped in when the schools were closed to provide valuable learning and fascinating insight from our archives to support children learning from home. We shared some of our archive photographs of school groups and children from all over Scotland to inspire today's learners and connect them with the past.
- One of our most popular online initiatives at the beginning of the first lockdown was the **Scottish Animal World Cup** – where we asked people to vote for their favourite animals in head-to-head competition.
- During the brief relaxation of COVID restrictions following the first lockdown in the Autumn of 2020, the Trust and Edinburgh City Art Centre came together to present **E. A. Hornel: From Camera to Canvas**. This was the first major exhibition of the work of Scottish artist Edward Atkinson Hornel (1864–1933) for over 35 years, and it allowed re-evaluation of his paintings in light of his extensive photographic collection.
- Experiences come in many forms and this year we got creative and turned a pinewood into gin. To mark 25 years of Trust ownership of the **Mar Lodge Estate**, the team launched Pinewood Gin, a brand-new spirit created using botanicals from the pinewoods including juniper, pine needles, birch leaves, bog myrtle, wood sorrel and blaeberrries. This proved extremely popular with a locked-down public whose enjoyment was enhanced by knowing that the proceeds were re-invested in the property.
- **Brodie Castle** is illuminating! A light show in November 2020 guided visitors along illuminated pathways, highlighting individual plants that may go unseen during daylight hours and also coloured the external walls of the castle which proved to be a big hit.

Promote

The Trust exists so everyone can benefit from having access to Scotland's heritage.

Promoting these benefits is an important part of our work and helps others within communities and the wider heritage and visitor economy. Increasingly the benefits of engaging with heritage objects and sites, especially in nature, is being recognised by policy makers, politicians and the public as an essential part of our lives and wellbeing. Some of the work we have done, often in partnership with others, is illustrated by these examples:

- The Trust undertook research into people's understanding and awareness of major Scottish historical events, which it published on the 700th anniversary of the signing of the **Declaration of Arbroath**. Our research showed that 70% of people prefer to learn about history by visiting historic sites.
- We were able to continue our work leading on **Scotland's Landscape Alliance**, a coalition of over 60 organisations dedicated to the promotion and protection of Scotland's varied landscapes. The Alliance published a series of recommendations in a report entitled *Landscape and Place for Success* and hosted an online conference to debate its findings.
- The Trust has been continuing to speak up for the marine environment. We did that through our membership of the **Our Seas** coalition, a largely community led campaign for the sustainable use and protection of the sea. We promoted the call for restrictions on the most damaging practices.

- Everyone this year has valued their time outdoors and it has brought many people to new places (often close to home) and to try new things. **Gardening** has proven extremely popular and those having a go for the first time have been enjoying the health and wellbeing benefits of getting close to nature. The Trust gardeners up and down the land did an amazing job in providing inspiration through virtual tours and instruction through online discussions and master classes in vegetable growing, hanging baskets and profiles of some of our special plant collections.
- In February 2021, revelations from our **archaeological digs** drew a great deal of media and public attention. Firstly, we revealed the results of an archaeological dig into **Craigievar Castle's** 'lost defences' then newly published research commissioned by the Trust reveals that archaeologists discovered evidence of habitation over 2,000 years ago on **St Kilda**.

Support

Fundraising

Our aim is to ensure that fundraising is embedded into the fabric of the National Trust for Scotland. Fundraising will advance the mission of our organisation by delivering a sustainable stream of flexible and strategic income to support activities that directly deliver our charitable purpose of protecting and promoting Scotland's heritage.

2020/21 was an extraordinary year, and an exceptional year for fundraising. Our charity has been hugely heartened and humbled by the donations and actions of tens of thousands of people from across the world who have shown their love for Scotland, when we most needed it.

We will remember the year for the incredible response to **Save Our Scotland** which raised £3.5 million (£1 million over target), ensuring that our charity could meet the 'test of going concern' in August 2020, and look forward to 2021 with hope and excitement. However, we should also celebrate the thousands of donations which contributed a further £0.9 million, totalling £4.4 million of donations to the work which carried on through lockdown, care of our countryside, footpath repair, animal welfare and biodiversity monitoring, conservation and storytelling. The passion of the public for our natural, built and cultural heritage was incredible and compellingly demonstrated the power of philanthropy.

Regarding fundraising activities in 2020/21, £4.4 million was raised from Appeals and Donations (2019/20: £2.7 million), which included the £3.5 million from our SOS Appeal, and £4.5 million of Grant Income (2019/20: £1.2 million), £3.8 million as a grant from the Scottish Government and further support of our operationally needed and planned activity. Thanks to support from our donors and funders, we have:

- Raised £1.5 million through appeal activity, these appeals have included our annual **Footpath Fund**, two appeals to help us look after our natural heritage sites and our emergency Save Our Scotland campaign in June 2020.
- Launched the **Scottish Heritage Lottery** in May 2020 which has raised in £91,000 to date. Income is completely unrestricted and can be deployed wherever the need is greatest.
- The '**Patrons' Club** Challenge', an international collective, raised over £1 million as towards our Save our Scotland appeal.
- Worked with our friends and partners the **NTS Foundation USA** who donated £372,000 to our Save our Scotland Appeal, of which £268,000 was accounted for in 2020/21.
- Through Save Our Scotland we launched Stride Out for Scotland which saw staff and supporters across the country undertake sponsored walks, promoting our natural heritage and raising funds to help us care for it. George Russell in the USA decided to amplify this further and celebrate our charity and his 74th birthday by cycling across the USA!

- Benefited from £35,000 from our **Founders' Circle**, growing the membership from 15 to over 40 donor households throughout the year.
- Launched the inaugural **Burns Big Night** In virtual event, selling 2,641 tickets and hosting an estimated audience of 5,500. The event enabled us to reach an audience which spanned twenty countries, broadening our reach and ensuring that despite lockdown, we played an integral role in the global celebrations of Robert Burns.
- A total of £425,000 was awarded from **People's Postcode Lottery**; £250,000 to support Project Wipeout, £125,000 towards our Save our Scotland Appeal and £50,000 for COVID relief. Thanks to players of People's Postcode Lottery, we have been able to expand project Wipeout across Scotland; players support has also helped the Trust to care for our National Nature Reserves and to reopen our properties in autumn 2020 after lockdown.
- Received £250,000 from the **National Lottery Heritage Emergency Fund** to enable us to reopen the Bannockburn visitors centre after lockdown, enabling the Trust to create a new exhibition and an interpretive trail with immersive soundscape within the grounds.
- Drew down £47,000 from an £83,000 award from the **NatureScot** Biodiversity Challenge Fund to support Project Wipeout, a national programme to enable native habitats and species to thrive by eradicating non-native invasive species across the Trust's countryside properties in north-west Scotland.
- Introduced four new cross sector **corporate partnerships** to the Trust increasing corporate income by over £162,000 year on year and establishing the foundations to build income and partnerships in future years.

In 2020/21 the Trust recognised £3.3 million from bequests. It is an honour and a responsibility to receive such support. We are hugely grateful to the individuals who share our determination to ensure Scotland's heritage is available to future generations, and who have left such an enduring and meaningful legacy.

The Trust had no fundraising related complaints or enquiries left unresolved and none escalated to the Scottish Fundraising Standards Panel for further investigation. Fundraising adheres to the Trust's Working with Vulnerable People policy.

Members

The Trust finished the year with 310,000 members*. It was no surprise to us that some people chose to resign or not renew their membership with properties closed due to the national restrictions imposed during the height of the pandemic. However, what was both unexpected and inspiring was the fact that our year-end membership was 88% of the level at the year's beginning, far more than we had anticipated, with the great majority of members seeing their annual fees as a contribution to our charitable cause. This highlighted the incredible loyalty shown by our members and supporters as a result of their love for the work we do and the places we care for.

**Note: Our last set of accounts (2019/20) stated our membership as being 371,000. Over the course of the year, our new systems have given us an opportunity to cleanse our data and revise our definition of an active member. Therefore, if the data cleanse had been applied last year, the like-for-like figure would have been 353,000.*

Workforce

During 2020/21, the average number of employees on permanent and fixed term contracts was 498 (2019/20: 545). On a full-time equivalent basis this becomes 469 (2019/20: 497). The average number of seasonal employees was 292 (2019/20: 729). On a full-time equivalent basis this becomes 128 (2019/20: 261).

In September 2020, the Trust conducted a second full total workforce survey - Perspectives. The first edition of the full survey took place in 2018, followed by a shorter, pulse survey in 2019. The 2020 edition continued to measure the Total Workforce Engagement Index, for which the baseline was established in the 2018 survey, and it was extended to include additional COVID specific questions to measure the impact of the pandemic on employees and volunteers.

Detailed analysis of the results showed that the most influential drivers of engagement are the perception that the Trust cares about its workforce, organisational values are being acted out in practice and that people's contribution is valued.

For the first time, the full report with survey results was released to all members of staff and the results were presented and discussed on a series of online townhall meetings, led by the Executive Committee team. Recordings of those meetings were shared with individuals who were unable to attend whilst being on furlough.

Future Outlook

As a result of the ongoing impact of the COVID restrictions and the Scottish Government's roadmap to reducing these, the Trust has updated its financial outlook for 2021/22. This is influenced by the impact of the delayed re-opening of our properties and the timing of expenditure on conservation, repairs, and improvement projects.

The Trust was unable to open its properties as planned in time for Easter 2021, a period in which it normally generates significant visitor income, and has now a revised programme of openings from April 2021 to the end of our second quarter in 2021. This means that there is a projected fall in income as a result of reduced visitor related and membership income.

The prolonged restrictions have delayed the completion of, and therefore expenditure on, some of the major conservation and improvement projects the Trust had embarked on. The result of this has led to expenditure that was originally planned to be incurred in 2020/21, now planned to be spent in 2021/22, and consequently leads to a significant increase in its the project expenditure estimate in this year. This **time lag of spend** across these two years impacted by COVID is a key contributing factor to the higher than anticipated Charity Funds position being carried forward into 2021/22. As a result, we expect to incur a **significant deficit in 2021/22** as we incur both planned activities for the year, and those carried over from 2020/21.

The Board of Trustees of the Trust has reviewed the financial position, the current reserves position and updated financial plan for 2021/22, all of which demonstrates that the Trust is in a good position to recover from the effects of the pandemic in pursuance and in support of its charitable purpose.

Finally, the Trust has commenced work on developing its new long-term strategy to support our work as we look forward to our centenary, and this will influence and drive the activities and projects that will be undertaken in future years.

Financial Review 2020/21

Introduction

The commentary noted below refers in all cases to the consolidated results for the year to 28 February 2021 reported within these financial statements and not just those of the Trust on a standalone basis.

Consolidated Statement of Financial Activities

The Consolidated Statement of Financial Activities (the SoFA) set out on page 40 highlights that total income and endowments for the financial year were £44.2 million (2019/20: £59.7 million) and total expenditure was £44.1 million (2019/20: £58.3 million). In overall terms, the SoFA highlights net income for the 2020/21 financial year of £4.4 million. This is an increase of £0.5 million compared with net income for 2019/20 which was £3.9 million. Net income is stated after recognising net gains and losses (both realised and unrealised) on investment assets. Net investment gains during this financial year amounted to £4.3 million, which was a £1.8 million increase on the £2.5 million recognised last year. These net investment gains for this financial year comprised £5.4 million of net realised losses from the sale of investments during the year and £9.7 million of unrealised gains on investments still held at the end of the financial year. Net gains on investments in the previous financial year comprised £11.0 million of net realised gains from the sale of investments and £8.5 million of unrealised losses.

Non-recurring costs of £3.5 million were incurred during the financial year compared to £0.7 million other expenditure in 2019/20. This significant increase includes £2.0 million of redundancy costs and £1.1 million for the provision for dilapidations on the headquarters building, plus other one-off costs associated with adaptation to COVID.

The chart below shows the comparison of the component parts of income in this financial year compared with the previous year.

Analysis of Sources of Income



Income and Endowments

Membership revenues

Membership decreased due to the enforced property opening restrictions throughout 2020/21 due to the COVID pandemic, and significantly impacted on the volume of new memberships purchased during key periods of the season. The number of members decreased during the year by 43,897 or 12% to 309,871 by the end of February 2021. This reduction was not as severe as anticipated and was partially offset by the annual membership fee increase. The total membership revenues were £15.3 million, which is £1.5 million lower than last financial year. These revenues are separately detailed in the Statement of Financial Activities as they comprise both a donation and subscription element.

Appeals and donations

Income from appeals and donations of £4.4 million was significantly ahead of last financial year's total of £2.7 million due to the success of the *Save our Scotland* appeal which, thanks to the generous support of our donors raised £3.5m, £1 million above its target.

Legacies

The receipt of legacy income is, by its very nature, highly unpredictable but the Trust has been very fortunate to benefit from a number of generous bequests over the years. During this past financial year, we have benefited from legacy income totalling £3.3 million (of which £3.1 million was unrestricted). This is a decrease of £3.1 million or 48% on income from legacies recognised the previous financial year, reinforcing the unpredictability of this income source.

As always, we are extremely grateful to everyone who makes a provision for the Trust in their will.

Investment income

Our investments are through several investment funds which are intended to generate income (Income Only) or generate income and capital growth (Total Return). The Income Only investments are predominantly aligned with the Endowment Funds as it is only the income from these Endowments that can be spent. The Total Return investments are allocated against the Restricted and General Funds of the charity, where both capital and income can be used by the Trust.

The management of most of the non-property investments held by the Trust were transferred to Rathbones on 30 April 2020, when they were appointed as the Trusts Investment Manager for quoted securities, following the resignation of Martin Currie. The section Investment Policy and Performance on page 24 provides additional information on these investments.

The Investment Committee has completed its review of investment strategy and management of long-term investments and is currently in the process of identifying individual managers to deliver on the revised asset allocations as defined by that strategy.

Investment income generated from investments has been adversely affected by the global economic impact of the pandemic, although not as significantly as was forecast in early 2020. The level of investment income received this financial year of £6.1 million was £2.2 million lower than £8.3 million in the previous financial year due to lower dividends.

Grants

The Trust continues to receive grants towards the cost of our conservation work, and we are grateful to the Scottish Government, Historic Environment Scotland, Scottish Natural Heritage, Heritage Lottery Fund, People's Postcode Lottery and Local Authorities for providing valuable support during this past financial year.

Our grant income fluctuates from year to year depending on the major projects which are active in any given year. During 2020/21 the grant income was significantly higher than previous levels due to the receipt of a one-off support grant of £3.8 million from the Scottish Government to support the Trust to re-open properties and reduce

the number of job losses proposed. In total, the grant income was £4.5 million this year, £3.3 million above the £1.2 million in 2019/20.

Property and other income

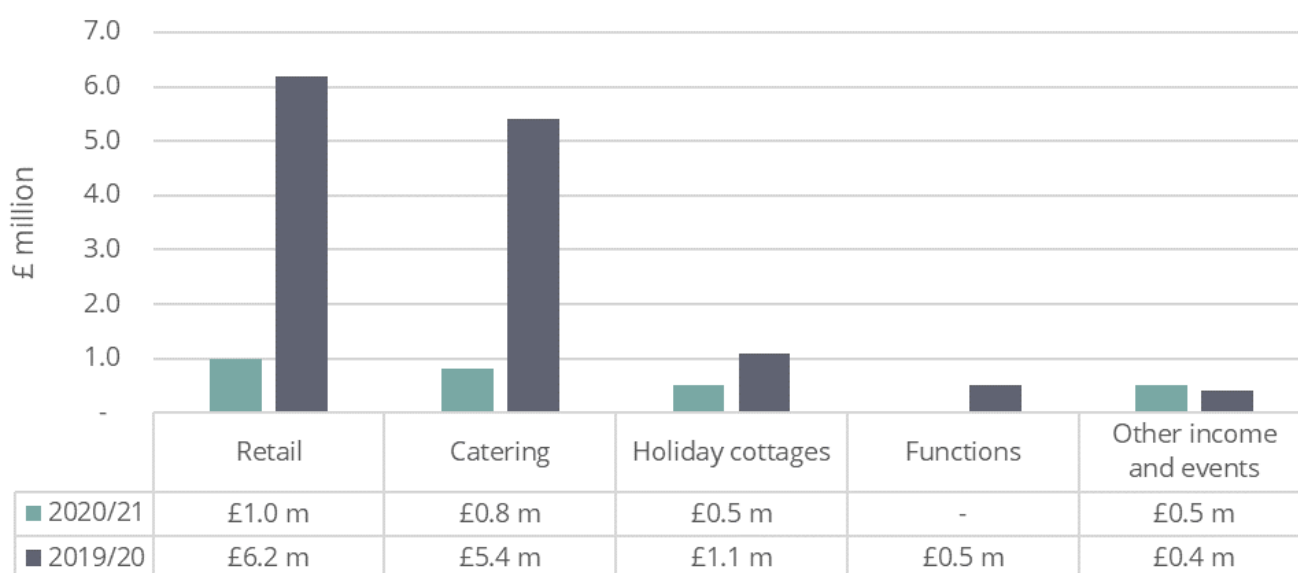
Property and other income, which includes admissions income and rental income, suffered significantly in the year, decreasing from £8.6 million last year to £3.8 million this year. Property opening restrictions due to the pandemic has resulted in admissions revenue decreasing by 88% to £0.6 million from £4.9 million. The level of rental income we generated from our let portfolio was in line with last year remaining at £1.8 million. Other income, which includes amongst others advertising income, income from events and proceeds from insurance claims in respect of costs previously incurred, decreased by £0.5 million to £1.4 million, down from £1.9 million.

Commercial activities

Revenues:

Our total revenues from commercial activities of £2.8 million was substantially down by £10.7 million (or 79%) on last year's levels (2019/20: £13.5 million). Once again, this was due to restrictions on property openings and access as well as the change in our visitor mix which was predominantly domestic rather than overseas visitors. The chart below highlights this:

Analysis of Commercial Revenue



Net Contribution (see Note 8)

The pandemic restrictions and limited indoor property openings throughout 2020/21 resulted in a net deficit of £1.6m from our commercial activities, down £3.6m from the prior year level of £2.0 million net surplus. This overall decrease in net income from commercial activities was driven by a decrease in revenue of £10.7 million offset by a decrease in expenditure of £7.1 million.

Gain on sale of assets

There were a number of disposals of assets during the financial year which resulted in a gain on sale recognised of £0.5 million (2019/20: £2.2 million). Note 21 to the financial statements provides further details of heritage assets included in these totals with sales values of £0.4 million (2019/20: £2.2 million).

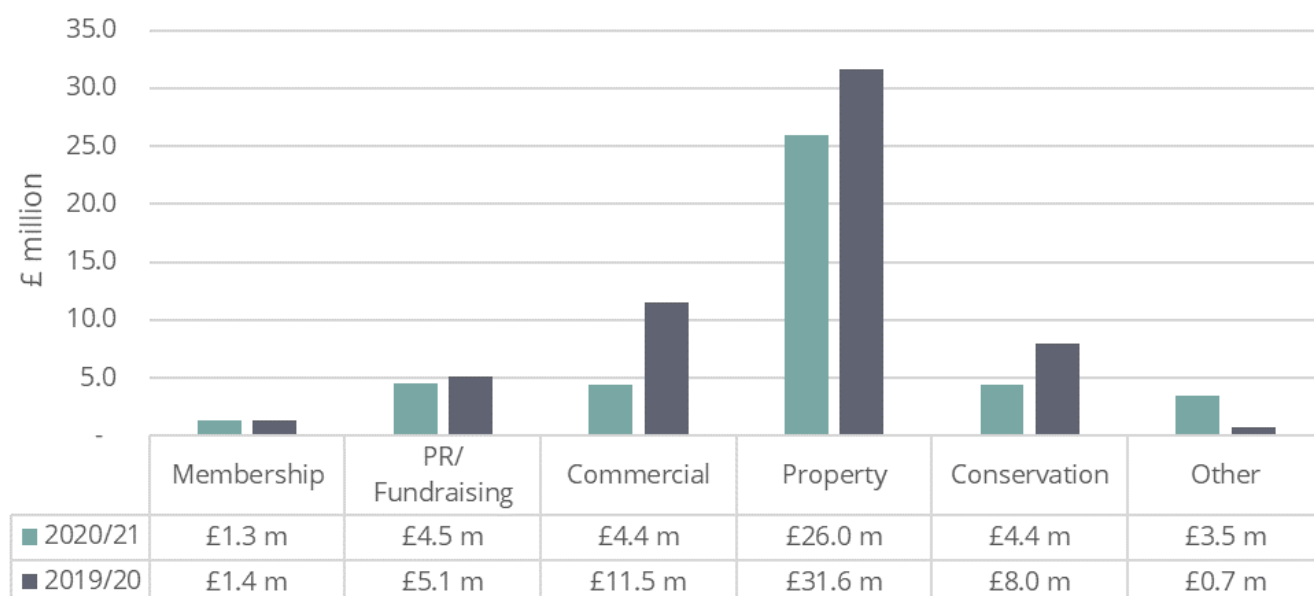
Coronavirus Job Retention Scheme (Furlough Scheme)

Income of £3.7m (2019/20: £nil) was recognised during the year in relation to the Coronavirus Job Retention Scheme.

Expenditure

Total expenditure for the financial year was £44.1 million, down from £58.3 million in the prior year. The major items of SoFA expenditure relate to property operating expenditure of £26.0 million (2019/20: £31.6 million), conservation, repairs and improvements of £4.4 million (2019/20: £8 million), costs of commercial activities of £4.4 million (2019/20: £11.5 million), publicity and fundraising costs of £4.5 million (2019/20: £5.1 million) and membership and recruitment costs totalling £1.3 million (2019/20: £1.4 million). In addition, during the current financial year £3.5 million (2019/20: £0.7 million) of other expenditure was incurred. The chart below shows the comparison of the component parts of expenditure in this financial year compared with the previous year.

Analysis of Expenditure



Wages and salaries

Total staff costs, which are in a number of different cost category lines on the SoFA including some of those referenced above, decreased by £1.7 million or 7% to £23.2 million. As part of the restructuring undertaken as a response to the pandemic there was a decrease of 47 full-time equivalent permanent and fixed term contract employees and a significant reduction of 133 full-time equivalent seasonal employees from 2019/20 to 2020/21. Following the financial challenges faced by the COVID pandemic there was no Trust-wide inflationary pay award in 2020/21. However, the Trust was able to award an increase of 3.2% to employees who are on equivalent to the Scottish Living Wage from 1 October 2020. A separate programme of work investigating pay compression across the Trust's pay and grading structures was completed during this period, the outcome of which was an increase of between 1% and 1.2% (dependent on pay grade) for all other staff and was implemented from 1 January 2021.

In addition to its paid workforce, the Trust also benefits greatly from a committed group of volunteers who give their time to help at properties and in our administrative offices. During the year to 28 February 2021 these volunteers carried out a total of 22,400 hours of work, which is an 87% decrease in recorded hours on the previous year. If translated at an indicative cost of £10 per hour, our volunteers' effort this year equates to a value of £0.2m million.

The Trust could not operate without the ongoing support and dedication from these volunteers. The time and energy that they devote to the Trust is greatly appreciated by all of us at the Trust.

Property operating expenditure

Total expenditure on property operating costs was £26.0 million, a £5.6 million or 18% decrease on last year's £31.6 million which reflects deliberate cost reduction and management activities taken by the Trust to manage the adverse financial impact of the pandemic on its activities.

Conservation, repairs, and improvements

Total expenditure on conservation, repairs and improvements amounted to £4.4 million in the financial year, £3.6 million below the £8.0 million spent in 2019/20. This reduction reflects the project delivery challenges resulting from the pandemic restrictions and various contractors placing staff on furlough for periods of the year. However, towards the end of 2020/21 work re-commenced on a number of large strategic projects as well as other conservation investment activities.

Project expenditure varies from year to year depending on conservation requirements. Major projects expenditure in this year included work on Newhailes, Gladstone's Land and the Upland Paths Project.

Further detail on the breakdown of all relevant costs is set out in the accompanying notes to the financial statements.

Other expenditure

Total other expenditure incurred the current financial year was £3.5 million, £2.8 million greater than the other expenditure of £0.7 million in the prior year. This comprised of £2.1 million (2019/20: £0.2 million) of non-recurring restructuring costs to reduce the Trust's staff cost base in response to the pandemic, £1.1 million (2019/20: *Nil*) on creating a provision of lease dilapidations costs on the Hermiston Quay building, £0.3 million (2019/20: *Nil*) on the one-off costs associated with COVID adaptations and safety measures (2019/20: *Nil*) and the final investment of £0.1 million (2019/20: £0.5 million) of systems implementation costs.

Balance Sheet and Funds

As at 28 February 2021, total funds amounted to £246.8 million, an increase of £4.4 million on the comparable figure of £242.4 million as at the end of February 2020.

The Trust has approximately 300 restricted or designated funds which have been either donated or set aside by the Board for a specific purpose.

The value of restricted funds was £163.2 million at 28 February 2021, an increase of £5.1 million from their level of £158.1 million at the prior year end. In addition to its restricted funds, the Trust has a separate designated fund to reflect the value of tangible fixed assets with a balance of £26.8 million at 28 February 2021. Following a review by the Board in July 2020 the Trust approved to un-designate £5.4 million of funds set aside for specific purposes, this resulted in these funds being transferred back to the General Income Fund.

The bulk of the Trust's unrestricted reserves are held in the General Income Fund which has a balance of £56.8 million at 28 February 2021. The General Income Fund balance has increased by £6.2 million from the balance of £50.6 million at the end of February 2020. The General Income Fund balance is higher than the target level of £40 million as this higher level is required to cover the cost of operational deficits at properties and the cost of deferred capital project work that was delayed due to property restrictions during the COVID pandemic. In the event that there are more than sufficient reserves to cover these future deficits, the reserves will be used to invest in conservation and improving operational efficiency to ensure longer term financial sustainability.

Total Fixed Assets has remained in line with the prior year at £221.1 million at 28 February 2021. The movement within this includes a £1.4 million reduction in total tangible assets due to the delays in delivering the planned major capital projects as a result of the pandemic restrictions which resulted in depreciation for the year exceeding expenditure capitalisation. Investment Assets, despite a highly volatile year in the markets, increased

by £1.5 million to £194.3 million and the section Investment Policy and Performance on page 24 provides additional information on these investments.

Working Capital increased by £5.8 million to £36.2 million at 28 February 2021. The most significant movement is the increase in Cash and Bank of £8.0 million as a result of the significant additional support secured by the Trust from its donors and funders during 2020/21 and other measures to reduce expenditure and manage the challenge of the pandemic restrictions. A decrease in the Debtors of £2.1 million to £11.6 million has had a positive impact on the cash. The movement in Debtors is as a result of a reduction in Prepayments and Accrued Income of which £2.5 million is in relation to the Legacy Debtor following the receipt of cash during 2020/21 relating to legacies recognised as income in prior years. This movement also includes an increase of £1.7 million in Other Debtors including Tax Recoverable in relation to the Gift Aid Debtor which has increased to £5.7 million and is due to be recovered in the year ended 28 February 2022.

Creditors falling due within one year have decreased by £0.4 million to £7.5 million at 28 February 2021. The majority of this movement is as a result of the net effect of a £1.5 million decrease in Accruals to £3.0 million and Trade Creditors increasing by £1.2 million to £2.1 million.

Cash Flow and Liquidity – Cash Generation

Cash flow from operations in the financial year was an outflow of £0.3 million, a decrease in outflow of £15.3 million from the outflow of £15.6 million reported for 2019/20. £3.5 million relates to a decrease in working capital and provisions movements during the year which included a decrease in Debtors of £2.1 million and an increase in Creditors and Provisions of £1.4 million.

Cash inflows from investing activities amounted to £8.3m, which is a decrease of £10.3m on the level of £18.6m last financial year. Receipts from the sale of assets decreased by £1.7m to £0.5m and capital expenditure decreased by £2m to £1.1m in 2020/21. The purchase and sale of investments generated net proceeds of £2.9m, £8.3m lower than the £11.2m generated in the prior year and investment income generated £6.1m a decrease of £2.2m on 2019/20.

As a consequence of the above cash flows, cash and cash equivalents at the year-end amounted to £23.0 million, an increase of £8.0 million from the opening level of £15.0 million at the start of the financial year.

Future Plans

The impact of the COVID restrictions since March 2020, has seen both Income and Expenditure levels significantly down on the pre-COVID year 2019/20. Thanks to a series of very difficult decisions around staffing levels, reduced operating costs, deferral of capital projects, and other swift actions that were taken, and supported by the very generous loyalty and backing of our membership, donors, and the Scottish Government, the financial outlook today is much clearer and more positive. The Trust has benefitted from a number of income sources that were one-off and non-recurring, which included the Scottish Government support grant (£3.8 million), the Save our Scotland appeal (£3.5 million) and the Furlough Scheme grant (£3.7 million). These have helped to safeguard the Trust in the face of the continuing crisis and uncertainty that is still affecting the world and will do for some time to come and which has severely depressed domestic tourism and brought the international industry to a halt.

The Trust's subsidiary undertaking, National Trust for Scotland Enterprises Limited (NTSE, the Company), suffered a serious Loss for the Financial Year of £0.8 million. The Company's activities were significantly curtailed due to the two significant periods of full property closures during the year due to government imposed lockdowns, and a mixture of various other government restrictions which impacted on the access to and operation of properties in which the Company trades. The Company's total income decreased by £10.7 million, or -79%, to £2.8 million, driven by the reduction in Retail and Catering revenue and associated profitability, driven by the 81% decline in

property visitors due to the pandemic restrictions and the associated shift in mix to domestic rather than overseas visitors. In response to this, the Company took deliberate action to reduce costs and mitigate the impact of the pandemic. In addition, the Company received an allocation of grant income from the Trust amounting to £1.0 million (2020: £nil) of which £0.9 million related to the Coronavirus Job Retention (Furlough) Scheme and offsets the wages and salaries of those employees on Furlough recharged to the Company. The other element of this income was £0.1 million received in business recovery grants to partially offset lost income from some of the Company's commercial activities, in particular holiday cottages, due to the pandemic. As a result of the ongoing impact of the COVID restrictions and the Scottish Government's roadmap to reducing these, the Company has updated its financial outlook for 2021/22. This is influenced by the impact of the delayed re-opening of our properties, the extension of the furlough scheme and the timing of expenditure. The Company was unable to start trading as planned, as the Trust did not open its properties in time for Easter 2021, which normally generates significant visitor income, and has now a programme of openings from April to the end of our second quarter in 2021. This means that there is a projected fall in income against the original budget as a result of reduced visitor related income.

The Trust follows a prudent approach to retaining sufficient reserves as a capital buffer for unforeseen events. The pandemic was indeed such an event and consequently we were able to provide sufficient cashflow to meet the liquidity needs of the Trust through this challenging time. The Trust ended the financial year 2020/21 with a better than expected general reserves position for the reasons outlined above. However, these reserves will be depleted over the coming financial year as we look to catch up the backlog of capital projects and deferred maintenance spend as restrictions ease and allow for such activity to be carried out. Overall, the outlook is of one of recovery, increased memberships, higher commercial income and investment in Trust properties. We also look to optimise the use of restricted funds, whilst balancing the maintenance of sufficient reserves for financial resilience and simultaneously providing liquidity for operating cash flows.

Later this year, we will also be moving to a longer, multi-year view of financial and capital planning, underpinning work on the development of a new Corporate Strategy and working towards the Trust's Centenary. This will better allow us to plan and fundraise for projects essential for both the long-term maintenance of the Trust's assets, and for investing in new initiatives that support our strategic goals and continue to encourage repeat visitation and membership support.

We remain positive, optimistic, and well positioned to leverage the Trust's strong brand as its offering of open spaces, well-being and historical importance are more relevant than ever as we emerge from this global lockdown.

Investment Policy and Performance

The Trust holds substantial funds for endowments, restricted and designated purposes and the Board of Trustees is assisted by the Investment Committee on the management of the equity and other investments represented by these funds.

The investment powers of the Trust are contained in The National Trust for Scotland Order Confirmation Act 1973 allowing investment in '...Such stocks, funds, shares, securities and any other investments... as the [Board of Trustees] shall, in their absolute discretion, think fit'.

The current investment objective is to:

- (i) meet budgeted investment income targets as approved on an annual basis by the Board of Trustees, and
- (ii) to achieve an increase in the value of the income and investment portfolio in real terms over time, while maintaining prudent diversification of assets.

Funds are currently invested mainly in UK equities and bonds, cash, overseas investments and property. Martin Currie Investment Management Limited (Martin Currie) were the Trust's investment manager responsible for the "Income Only Portfolio" and the "Total Return Portfolio" outlined below for the first two months of the financial year. As previously stated, on 31 January 2020 they served notice to terminate their agreement and ceased being the manager of these portfolios on 30 April 2020. Rathbones took over the management of both these portfolios on 30 April 2020.

The Trust also holds an investment in a pooled property investment fund and a pooled fund investment with Legg Mason. The asset allocation of the quoted and property funds is considered by the Investment Committee, which reports to the Board of Trustees on a quarterly basis.

The Investment Committee completed its review of the Trust's investment strategy and management of all investments for the longer term during 2020/21 and is now working with the Trust's investment adviser, Mercers, to implement the changes required to implement this strategy which is anticipated to be completed by the end of 2021/22. Excluding investment properties, the remaining investments are split into three parts (two managed portfolios and one direct investment pool) with funds allocated based on the restrictions attached to the spending of capital. The current split of the investments is as follows:

Trust Investment Portfolios	Purpose	Fair Value as at 28 February ²	
		2021	2020
Property Portfolio	To achieve an annual return based on rental income and value growth.	£2 million	£2 million
Income Only Portfolio ¹	To deliver real income growth over time.	£103 million	£110 million
Total Return Portfolio ¹	To deliver real income growth over time. Managed on a total return basis without regard to the split of returns between income and capital.	£64 million	£59 million
Direct Investments	To deliver real income growth over time.	£25 million	£22 million
Total Investments		£194 million	£193 million

¹ These portfolios were managed by Martin Currie Investment Management Limited up to 30 April 2020, Rathbones Investment Management Limited thereafter.

² Note 5 on page 58 provides further information on the fair value movements of the investments

The performance of the investment portfolios is measured against appropriate benchmarks and reviewed regularly (on a quarterly basis) by the Investment Committee who were satisfied with the actual performance on behalf of the Board of Trustees.

In the year to 28 February 2021, the total value of all investments increased from £192.8 million to £194.2 million despite significant volatility during the year. As noted above, the two portfolios managed by Rathbones during the year comprise the majority of our investments, and the funds under management decreased from £182.4 million to £180.8 million over the financial year. Within this overall decrease was a mixed performance with the Income Only Portfolio decreasing by £7.0 million, the Total Return Portfolio increasing by £4.4 million and the Legg Mason Global Equity Fund increasing by £1.0 million.

Investment management fees were £0.4 million (2020: £0.5 million). The fee level the Trust pays represents just under half of one percent of the value of the portfolio.

Investment income of £6.1 million was £2.2 million below last year however this exceeded the revised (post COVID pandemic) target for the year by £3.6 million.

Investment Performance

Given the transfer of funds from Martin Currie into new funds managed by Rathbones, we report below the performance for the period since the fund's inception with the Trust in May 2020, to the year-end 28th February 2021.

Investment Portfolios	Benchmark	Since Inception (May 2020)	
		Return %	Benchmark %
Income Only Portfolio	45% FTSE All World ex UK, 35% FTSE All Share GBP, 8% ICE BAML Global High Yield, 3% IBoxx UK Sterling Non-Gilts Exc -BBB, 1.5% SONIA with floor at 0%	9.0%	16.6%
Total Return Portfolio	74.5% FTSE All World ex UK, 25% FTSE All Share GBP, 0.5% SONIA with floor at 0%	21.1%	22.1%

The Trust endorses the UN Principles for Responsible Investment. In keeping with the Principles, we ask our investment managers to take an interest in the management of the companies in which the Trust invests. The Trust aims to ensure that the votes attaching to its holdings are exercised where practicable and that they are exercised by its investment managers, taking into account best practice in corporate governance.

The Trust appreciates both the importance of being a responsible asset owner and the benefits that can be achieved through placing a high importance on Environmental, Social and Governance (ESG) concerns. The Trust incorporates ESG issues into its investment analysis and decision-making processes, both in its selection of investment managers and its screening of specific stocks. In general terms, the Trust aims to align its investment policy with purpose and vision which is to ensure that "Scotland's heritage is valued by everyone and protected now, and for future generations". The Trust intends not to invest in companies which contravene our charitable purpose and in more general terms for the wider public benefit. Furthermore, the Trust is of the view that it should not use the Trust's funds to invest in tobacco stocks, armaments or pornography and the Trust aims to limit fossil fuel stocks to those companies who are progressing towards renewable energy sources.

Where assets of the Trust are invested in pooled vehicles, those assets are necessarily subject to the relevant investment managers' own policies regarding environmental, social and governance issues. The investment committee periodically reviews the policies of those pooled funds and meets with the relevant investment managers to discuss such issues.

Reserves Policy

The Trust is the conservation charity that protects and promotes Scotland's natural and cultural heritage for present and future generations to enjoy. The Trust's portfolio covers built and natural heritage properties with a diverse mix of core and purposeful activities such as learning services, education, volunteering, local fundraising, events and programmes.

Safeguarding our heritage to 'protect and promote Scotland's natural and cultural heritage' is a huge undertaking which requires substantial financial resources each year. Properties held for conservation bring with them a responsibility for their future care that imposes substantial and perpetual financial obligations.

The scale of cyclical repair work is massive and despite spending an increasing amount on conservation work each year, this is still not meeting all our annual repair needs.

Free reserves are those that are available to spend on any charitable purpose. These are represented by Unrestricted Funds less Designated Funds (which includes fixed assets reserves). In the case of the Trust, free reserves are represented by the General Income Fund (GIF) disclosed on the Trust's Balance Sheet. Free reserves do not include Endowment Funds, Restricted Funds or Designated Funds.

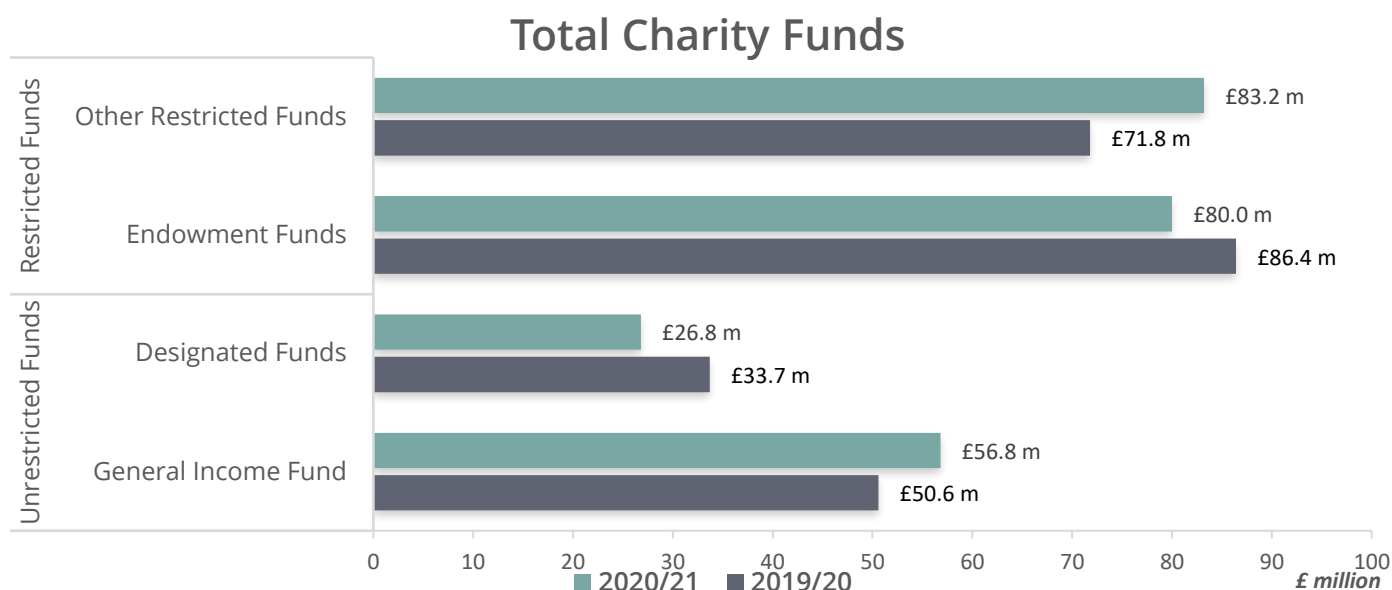
Costs required to operate the activities across the Trust are significant as most of the Trust's properties are unable to generate enough income to cover the associated operating and heritage care costs, resulting in significant operational deficits which are funded from reserves.

Reserves are an inherent part of risk management and the need for reserves will vary depending on the Trust's financial position and an assessment of risks faced at a particular time. The situation that we are currently faced with, as a result of the COVID pandemic, is a good example of why reserves are needed, to help ensure that the organisation can continue to operate when faced with much lower levels of income. Since the pandemic outbreak in March, we have continued to review and update our financial plans and assumptions to understand the impact of lost income on our reserves in the short, medium and longer term. This led to the actions taken during 2020/21 to generate income through alternative routes which included the Scottish Government support grant (£3.8 million), the Save our Scotland appeal (£3.5 million) and the Furlough Scheme grant (£3.7 million). It is also why the significant restructuring activity in the summer of 2020 was undertaken to reduce the underlying employee cost base and expenditure plans were delayed or curtailed. We continue to monitor impact the ongoing pandemic and resulting implications for global economy to ensure the reserves are available to support the operations on a regular basis as well as part of the usual annual planning and budgeting cycle.

Required Level of Unrestricted Reserves

The Trust aims to maintain its total free reserve level, i.e. General Income Fund (GIF), at £40 million. This threshold has been set by the Board following an assessment of the financial support to properties with operational deficits, conservation projects and central infrastructure and the availability of Restricted Funds. The balance of £40 million is assessed to be sufficient to meet six months of budgeted operational costs for properties without sufficient reserves themselves plus the estimated costs of major conservation, repair and improvement projects during the year where no restricted funds are available. The General Income Fund balance has increased to £57 million at the end of February 2021 and although this is now considerably higher than the previously stated target level of £40 million, the reserves will be required to fund deficits resulting from lost income as a consequence of the ongoing restrictions due to the COVID pandemic. The Board will continue to review the level of GIF and the target level required.

The total value of the Trust's charity funds is shown graphically below:



Designated Funds, following the Trust's decision to un-designate funds, only includes the £26.8m funds used for fixed assets (2019/20: £28.3m) and as such are not available for other uses. Endowment funds cannot be utilised and are invested to generate income that can be utilised. The decline in value of endowment funds in the year to 28 February 2021 is due to investment losses as outlined in Note 5.2, further analysis of the funds of the charity can be found in Notes 28 to 32.

Structure, Governance and Management

Constitution

The Trust operates under The National Trust for Scotland Order Confirmation Acts 1935 to 1973 and the National Trust for Scotland (Governance, etc) Act 2013.

The National Trust for Scotland is registered as a charity in Scotland, with charity registration number **SC007410**, and has its principal office and place of business at Hermiston Quay, 5 Cultins Road, Edinburgh EH11 4DF.

The charitable purposes of the Trust can be summarised as the promotion of the preservation of, access to and enjoyment of places of historic interest or natural beauty.

The Trust has a wholly owned subsidiary, National Trust for Scotland Enterprises Ltd ('Enterprises'). It is incorporated in Scotland (SC095585) and its results are consolidated within the group results of the National Trust for Scotland. Enterprises' principal activities are the running of retail, catering, and other commercial activities. Further information can be found in Note 8 of the financial statements.

President

The Trust does not currently have a President but is in the process of seeking a new candidate for proposal to the membership. Neil Oliver, our former President of the Trust retired from the role with effect from September 2020 following completion of a three-year term. The post holder does not sit on the Board and the role's purpose is purely ambassadorial to promote the charitable purposes of the Trust.

Board of Trustees and Statement of Trustees Responsibilities

The Trustees are responsible for the Trust's strategic direction. The Board of Trustees meets at least six times per year. The Trustees are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in Scotland requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the group and parent charity and of the incoming resources and application of resources of the group and parent charity for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP FRS 102;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the group and parent charity and enable them to ensure that the financial statements comply with Regulation 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the group and parent charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The Board of the Trust was constituted on 1 March 2011 and comprises up to fourteen Trustees.

The current Chairman of the Board is Sir Mark Jones, and the Deputy Chairs are David Mitchell and Jayne MacLennan.

Ten of the Trustees are elected by the membership of the National Trust for Scotland. The remaining four trustees (including the Chairman) are co-opted by invitation because of the specific skills and experience they bring. The process for the appointment of Trustees is detailed in the section *Appointment, Induction and Training of Trustees* below.

In addition to the Chairman and Deputy Chairs, the Trustees on the Board during the year ending 28 February 2021, and up to the date of signing, were:

<i>Current Trustees:</i>		
David Caldwell	Wendy Corrigan	Dr James Fenton
Steve Langmead	David Leslie	Penny Martin
Stephen Mitchell	Professor Murray Pittock	Michael Spence
Ian Turnbull (elected 19 September 2020)		
<i>Trustee who retired at the AGM on 19 September 2020 were:</i>		
Caroline Borwick	Kevin McCormick	

Members of the Trust's Executive Committee and the President do not serve on the Board of Trustees.

Appointment, Induction and Training of Trustees

Our Trustees are drawn from a wide range of backgrounds and locations across Scotland as it is important that the Board reflects the broad range of the Trust's activities. We are also keen to ensure that our Board of Trustees reflects our diverse membership.

Trustees are appointed for an initial four-year term. Elected Board members retire by rotation and can offer themselves for re-election at the AGM for one further term. Co-opted Board members may be co-opted for a term of up to four years, which may be renewed for a further term of up to four years. All four of the co-opted places are currently filled.

All candidates for appointment or election to the Board of Trustees undergo an assessment exercise conducted by the Trust's Nominations Committee before they may proceed to co-option or election. The exercise assesses the candidates' technical and leadership experience. Skills gaps which are left following the retirement or resignation of Board members are identified and the recruitment process aims to ensure that the gaps are filled by suitably qualified candidates. These gaps may include specific areas of charity purpose, business or management experience.

The Nominations Committee identifies and recommends candidates for election to the Board of Trustees through an open and transparent recruitment process. The Committee's role in the process involves agreeing the assessment criteria, assessing the application forms, and interviewing candidates against these agreed criteria. Only those candidates who successfully complete the Nominations Committee assessment process will be proposed for election to the membership of the Trust. The candidates with the largest number of votes in each of the categories are elected to the Board of Trustees. The election process is conducted by the Trust Secretary and the Nominations Committee.

All members of the Board of Trustees receive an induction detailing Trustees' roles and responsibilities and attend face-to-face briefings with senior management. The induction process begins in advance of appointment. Regular reports are sent to each Trustee including data relevant to any specific role they hold and generic information about the operations of the Trust.

Independent members of the Trust's Committees also require specific skills and experience relevant to their appointments and the functions of the relevant Committee. The Nominations Committee assesses candidates for these roles before recommending their appointment to the Board of Trustees.

Board Effectiveness

The Board of Trustees and its sub-committees are supported by the Trust Secretary and the Governance Manager, who support and advise on proper process, the conduct of the meetings and ensure that these are properly recorded.

Good governance underpins the Trust's effectiveness and is also the best way to protect and enhance our reputation. To reinforce this, the Trust has its own Code of Good Governance, which each member of the Board of Trustees has accepted and which sets out the standard of conduct expected of our Trustees. Principle 7 of this Code is a requirement on Trustees to always observe high ethical standards in the discharge of their duties on the Board and associated sub-committees. This includes the requirement to identify, disclose and manage conflicts of interest.

A full independent and external review of the effectiveness of the Board is carried out every three to five years. This external review was last carried out and reported to the Audit and Risk Management Committee and Board in 2019. The Board accepted the recommendations of that review and has a plan in place to implement those recommendations.

The Scottish Governance Code for the Third Sector (the Governance Code) was launched in November 2018 and is a statement of best practice for organisations where the purpose is to serve beneficiaries as best as they can. The Governance Code sets out the five core principles and key elements of good governance for boards of charities, of which equality and diversity is an overarching element.

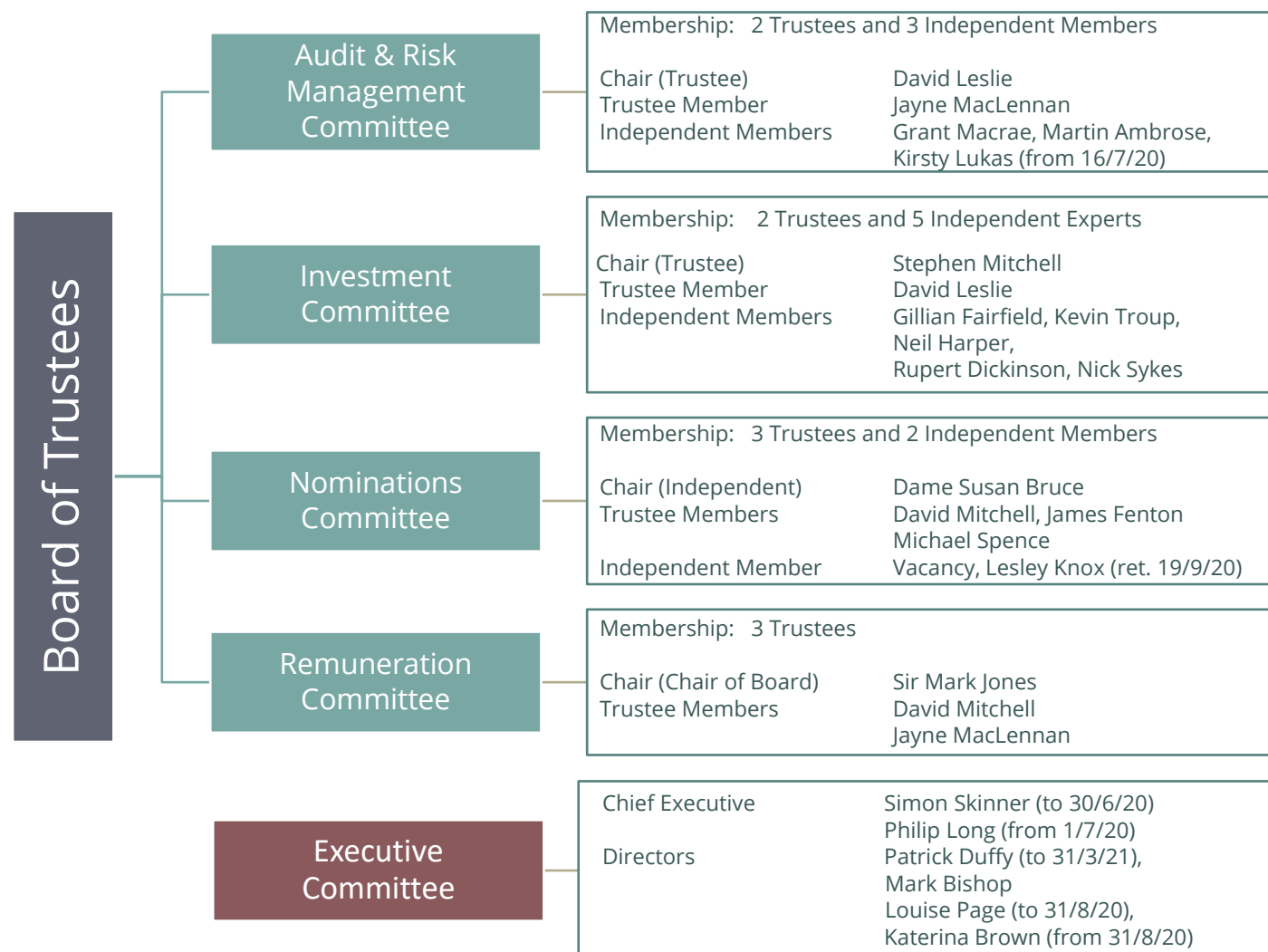
These core principles for a well-run board are:

Organisational Purpose	Leadership	Board Behaviour	Control	Effectiveness
<ul style="list-style-type: none"> Clarity of purpose and values of the organisation and how it will achieve these. 	<ul style="list-style-type: none"> Clarity about its role and responsibilities, provides strategic direction in line with the purpose, vision and values. 	<ul style="list-style-type: none"> Collectively and individually embraces and demonstrates mutual respect, integrity, openness and accountability. 	<ul style="list-style-type: none"> Develops and implements appropriate controls to direct and oversee progress and performance of the organisation. 	<ul style="list-style-type: none"> Understands its role, powers and duties and works collectively and proactively, to achieve its organisational purpose.

The Board intends that future reviews of Board effectiveness will fully comply with the Governance Code and performance against these five core principles.

Board Sub-Committees

There are four sub-committees of the Board to advise it on various areas of the Trust's activities and these have specific responsibilities to attend to matters devolved by Trustees and to make recommendations to assist with strategic direction and decision making. The Board is also supported by its Executive Committee.



The remit of the sub-committees are set out in the paragraphs below.

Audit & Risk Management Committee

The remit of the Committee includes monitoring and reviewing the overall integrity of the financial recording and reporting systems of the Trust, effectiveness of internal controls, risk management systems, overseeing internal and external audit functions, managing the independent audit of the annual accounts, and reporting to the Board of Trustees on the Committee's work and findings.

The Trust's external auditor (RSM UK Audit LLP), internal auditor (Grant Thornton UK LLP), Chief Executive, Chief Financial Officer and Director of Corporate Services, and Trust Secretary also attend each meeting of the Committee.

The Committee has been established and operates in accordance with current best practice relating to corporate governance. The Committee meets quarterly.

Investment Committee

The Trust holds substantial funds for a variety of purposes and the Board of Trustees is assisted by the Investment Committee on the management of the investments represented by these funds.

The investment powers of the Trust are contained in The National Trust for Scotland Order Confirmation Act 1973 allowing investment in '...Such stocks, funds, shares, securities and any other investments... as the [Board of Trustees] shall, in their absolute discretion, think fit'. The strategic asset allocation of the investments is considered by the Committee and the Committee reports to the Board of Trustees on a quarterly basis.

In April 2020, Martin Currie resigned as investment managers to the Trust and Rathbones were appointed to provide that service on an interim basis. In addition, Consultants have been appointed to assist the Committee in a process to review the asset allocation of the Trust's investment portfolio and carry out a full tender for the permanent appointment of investment managers. Those processes are currently underway.

Nominations Committee

The remit of the Nominations Committee is to identify and recommend nominees for all appointments to be made by the Board of Trustees (including those of co-opted Board members) and to recommend candidates with appropriate skills and experience for election to the Board.

The main focus of the Committee's work during the past year was the assessment of candidates for elections to the Board and the conduct of elections, the recommendation of a new Chief Executive, the search for a new co-opted trustee and independent members of the Nominations Committee, and the process to consider the proposal of a new President.

Remuneration Committee

The Remuneration Committee of the Board is chaired by the Chairman of the Trust. The purpose of the Committee is to set the remuneration of the Executive Committee, as defined above, make recommendations to the Board on the annual pay award for other staff and to maintain an overview of the reward and recognition function within the Trust. In setting remuneration for key management personnel, the Committee makes reference to external benchmarks whilst being mindful of the fact that it is a charity. The main task of the Committee during the year was consideration of the annual staff pay awards and the adoption of a system to mitigate the effects of pay compression at the lower pay bands in recent years.

Executive Committee

The responsibility for managing the operations of the Trust in accordance with the Board's policies lies with the Chief Executive and the Executive Committee who report regularly to the Board of Trustees. The Executive Committee are considered to be the key management personnel of the organisation.

The Executive Committee comprises:

- ❖ Philip Long, Chief Executive (appointed 1 July 2020);
- ❖ Simon Skinner, Chief Executive (resigned 30 June 2020);
- ❖ Mark Bishop, Director of Customer & Cause;
- ❖ Patrick Duffy, Chief Operating Officer (resigned 31 March 2021);
- ❖ Katerina Brown, Chief Financial Officer and Director of Corporate Services (appointed 31 August 2020); and
- ❖ Louise Page, Chief Financial Officer and Director of Corporate Services (resigned 31 August 2020)

Further reference and administrative details are provided on page 82.

Risk Management and Internal Controls

Risk Management

The Trust's risk management is overseen by the Board of Trustees, and risk management is a standing item on the Board agenda. The Audit and Risk Management Committee supports the Board by receiving quarterly reports from the Executive Committee on the most significant risks and how these are being managed.

The Trust's Risk Register identifies current and emerging risks. For each risk, there is an agreed risk appetite, based on anticipated likelihood and impact, a risk owner and a series of controls and assurances to reduce the inherent risk level to the desired, residual risk level. A dedicated Risk Management Officer oversees compliance reporting and progress on actions.

Risks are grouped into strategic categories: Conservation; Engagement; People; Health and Safety; Funding and Financial Management; ICT and Data Management; Emergency Response; Governance; and Environmental Change.

There are a number of risk areas that are of particular importance to our operations:

Health and safety

The safety of our visitors, our staff and our volunteers is of paramount concern to the Trust. The Board of Trustees oversees the Trust's Health and Safety policy and receives regular reports on health and safety management. The Trust operates a Safety, Health and Environment system which supports incident management at all Trust properties. In 2020, the Trust introduced a new, comprehensive regulatory compliance tracker which provides reports on property status and is reported on quarterly at the Audit and Risk Management Committee. We have also established a rolling health and safety audit of properties to ensure compliance and support best practice.

Engagement

The Trust relies on its members and visitors to support our conservation work and our mission to provide access, learning and enjoyment. To understand how members and visitors are engaging with the Trust, a rolling visitor satisfaction survey was introduced and now provides real-time intelligence on how well properties are performing, and areas for improvement. In developing our next multi-year strategy, we have been surveying members and potential supporters on our plans. As a community of interest, the Trust also works closely with communities of place, using our engagement framework.

Conservation

Conservation of our natural and cultural heritage is at the heart of the Trust's work. Our Conservation Performance Index assesses the condition of our archaeological, collections and interiors, built heritage, garden and designed landscape, and natural heritage assets. Using these data, we can identify areas of need and plan for interventions. The CPI is used as one of the Trust's Key Performance Indicators, and progress is reported to the Executive Committee and Board of Trustees.

Funding and Financial management

As a self-supporting charity, the Trust requires careful financial management to ensure we live within our means. The Trust has controls in place to manage risks relating to fundraising, financial reporting, payments, detection of fraudulent activity, and regulatory compliance.

Information and Communication Technologies, and Data Protection

The Trust depends on its systems to coordinate staff and volunteers, to deliver enterprise activities, and to manage our finances. We have been investing in additional protections to ensure our cybersecurity, and in data recovery. The Trust has also instituted measures to manage the collection, use and disposal of personal data to ensure compliance with the General Data Protection Regulation.

COVID

Management of risks relating to COVID have been a major feature of the past year. The Trust has established a dedicated group to manage our response, bringing together all relevant internal functions. We have engaged directly with the Scottish Government, and with other sector bodies, to develop appropriate protections for staff, contractors and visitors. We have also provided staff and properties with regularly updated guidance and ensured that appropriate protective equipment and adaptations to properties are in place as visited properties reopen. Where possible, staff have remained working at home to minimise risks of transmission.

The Trust will use the experience of our COVID response to further develop our Business Continuity Management processes.

Internal Control Framework

The Board of Trustees, with the support of the Audit and Risk Management Committee, receive regular reports from the Trust's external and internal auditors (who are currently RSM UK Audit LLP and Grant Thornton UK LLP respectively) in order to monitor and evaluate the effectiveness of the Trust's internal control framework.

The Board of Trustees, with the support of the Audit and Risk Management Committee, consider reports from the Trust's external auditors, including the audit plan for 2020/21 and the audit findings report that documented key findings arising from the audit of the year-end financial statements.

The Audit and Risk Management Committee consider areas of focus for internal audit during the year and receive reports from the internal auditors which highlight the effectiveness of internal controls and risk mitigation measures in those areas and recommendations for improvement. The Audit & Risk Management Committee monitors the implementation of internal audit recommendations and provides regular updates after each meeting to the Board of Trustees.

The Audit and Risk Management Committee continue to be satisfied with the quality and relevance of the reports received from both the external and internal auditors and proposed their re-appointment for the next financial year. The Committee was pleased at the level of liaison and co-operation between the internal and external auditors in their work.

The Board of Trustees and Audit and Risk Management Committee regularly reviews management accounts from the Chief Financial Officer, which report projected outturns against the budgets approved by the Board. The Committee also reviews reports submitted by management on the effectiveness of internal controls and management systems.

The Trustees confirm that, as far as they are aware, there is no relevant audit information of which the auditors are unaware and, with the benefit of advice from the Audit and Risk Management Committee, is satisfied that:

- the range of assurances and evidence of effective internal controls supplied to the Committee is robust, have integrity and are sufficiently reliable to provide overall assurance and support to the Board of Trustees in its financial stewardship responsibilities.
- that appropriate action plans are in place to address any weaknesses identified.
- it is appropriate for the financial statements to be prepared on a going concern basis as detailed in Note 1 of the financial statements.

Related Parties

The National Trust for Scotland consolidates the results of its wholly owned subsidiary undertaking, National Trust for Scotland Enterprises Ltd into these financial statements. The company's principal activities are the running of retail, catering, holiday cottages, cruises, hospitality and other sundry trading activities at National Trust for Scotland properties. Other related parties with which the Trust has transacted during the year are listed in Note 36.

Approved by the Board of Trustees on 24 June 2021 and signed on its behalf by:

Sir Mark Jones,
Chairman
24 June 2021

Independent Auditor's Report to the Board of Trustees

Opinion

We have audited the financial statements of National Trust for Scotland (the 'charity') and its subsidiaries (the 'group') for the year ended 28 February 2021 which comprise the Consolidated Statement of Financial Activities, the Trust Statement of Financial Activities, the Consolidated Balance Sheet, the Trust Balance Sheet, the Consolidated and Trust Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and charity's affairs as at 28 February 2021; and of the group's and the charity's incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We have been appointed auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with regulations made under those Acts.

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' annual report; or
- proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out on page 28 the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the group audit engagement team:

- obtained an understanding of the nature of the sector, including the legal and regulatory frameworks that the group and charity operates in and how the group and charity are complying with the legal and regulatory frameworks;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures, we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, the Charities SORP (FRS 102) effective 01 January 2019, the Charities and Trustee Investment (Scotland) Act 2005, regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended), The Coronavirus Act 2020, and tax compliance regulations. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing the financial statements including the Trustees' Report, inspecting correspondence with local tax authorities and evaluating advice received from external advisors.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to The Data Protection Act 2018, The Health and Safety at Work Act 1974, Environmental Protection Act 1990, and all employment related legislation. We performed audit procedures to inquire of management whether the group is in compliance with these law and regulations and inspected correspondence with regulatory authorities.

The group audit engagement team identified the risk of management override of controls and legacies income as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business, and challenging judgments and estimates.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made exclusively to the members, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

RSM UK Audit LLP

Statutory Auditor
Chartered Accountants

First Floor, Quay 2
139 Fountainbridge
Edinburgh
EH3 9QG

RSM UK AUDIT LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Financial Statements for 2020/21

Consolidated Statement of Financial Activities

for the year ended 28 February 2021

	Notes	Unrestricted Funds		Restricted Funds		2020/21 Total
		General Funds	Designated Funds	Restricted Funds	Endowment Funds	
		£000s	£000s	£000s	£000s	
<i>Income and endowments from:</i>						
Donations and legacies						
Donations from membership subscriptions		11,202	-	-	-	11,202
Appeals and donations	3	3,094	-	1,274	-	4,368
Legacies	4	3,071	-	239	-	3,310
Investment income	5	1,363	-	4,709	-	6,072
Income from charitable activities						
Income from membership subscriptions		4,057	-	-	-	4,057
Grants	6	151	-	4,307	-	4,458
Property and other income	7	3,736	-	41	-	3,777
Income from other trading activities						
Commercial activities	8	2,838	-	-	-	2,838
Other income	9	4,049	-	134	-	4,183
Total income and endowments		33,561	-	10,704	-	44,265
<i>Expenditure on:</i>						
Costs of raising funds						
Membership and recruitment		986	-	-	-	986
Publicity and fundraising	10	3,934	154	225	191	4,504
Commercial activities	8	4,405	-	-	-	4,405
Expenditure on charitable activities						
Membership and recruitment		356	-	-	-	356
Property operating expenditure	11	19,821	2,432	3,794	-	26,047
Conservation, repairs and improvements	12	3,815	-	553	-	4,368
Other expenditure	14	3,321	-	161	-	3,482
Total expenditure		36,638	2,586	4,733	191	44,148
Net income/(expenditure) before investment gains		(3,077)	(2,586)	5,971	(191)	117
Net gains/(losses) on investment assets	5	3,962	-	6,497	(6,170)	4,289
Net income/(expenditure) before transfers		885	(2,586)	12,468	(6,361)	4,406
Transfers between funds	32	5,324	(4,303)	(1,021)	-	-
Net movement in funds		6,209	(6,889)	11,447	(6,361)	4,406
<i>Reconciliation of funds:</i>						
Total funds brought forward 1 March 2020		50,618	33,688	71,764	86,355	242,425
Total funds carried forward at 28 February 2021		56,827	26,799	83,211	79,994	246,831

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities. The comparative figures for each Fund are shown on page 41 and in the notes to the Financial Statements on pages 47 to 82 which form part of these Financial Statements.

Consolidated Statement of Financial Activities

for the year ended 29 February 2020

	Notes	Unrestricted Funds		Restricted Funds		2019/20 Total £000s
		General Funds	Designated Funds	Restricted Funds	Endowment Funds	
		£000s	£000s	£000s	£000s	
<i>Income and endowments from:</i>						
Donations and legacies						
Donations from membership subscriptions		12,920	-	-	-	12,920
Appeals and donations	3	1,231	-	1,473	-	2,704
Legacies	4	5,726	-	627	-	6,353
Investment income	5	1,605	151	6,582	-	8,338
Income from charitable activities						
Income from membership subscriptions		3,845	-	-	-	3,845
Grants	6	36	-	1,213	-	1,249
Property and other income	7	8,553	-	31	-	8,584
Income from other trading activities						
Commercial activities	8	13,520	-	-	-	13,520
Other income	9	2,189	-	-	-	2,189
Total income and endowments		49,625	151	9,926	-	59,702
<i>Expenditure on:</i>						
Costs of raising funds						
Membership and recruitment		1,050	-	-	-	1,050
Publicity and fundraising	10	4,668	11	249	215	5,143
Commercial activities	8	11,475	-	-	-	11,475
Expenditure on charitable activities						
Membership and recruitment		307	-	-	-	307
Property operating expenditure	11	23,261	2,781	5,579	-	31,621
Conservation, repairs and improvements	12	2,723	(4)	5,243	-	7,962
Other expenditure	14	694	-	16	-	710
Total expenditure		44,178	2,788	11,087	215	58,268
Net (expenditure) before investment gains		5,447	(2,637)	(1,161)	(215)	1,434
Net gains/(losses) on investment assets	5	971	74	5,758	(4,316)	2,487
Net (expenditure) before transfers		6,418	(2,563)	4,597	(4,531)	3,921
Transfers between funds	32	(836)	3,634	(2,873)	75	-
Net movement in funds		5,582	1,071	1,724	(4,456)	3,921
<i>Reconciliation of funds:</i>						
Total Funds brought forward 1 March 2019		45,036	32,617	70,040	90,811	238,504
Total funds carried forward at 29 February 2020		50,618	33,688	71,764	86,355	242,425

Trust Statement of Financial Activities

for the year ended 28 February 2021

		Unrestricted Funds		Restricted Funds		2020/21 Total
	Notes	General Funds	Designated Funds	Restricted Funds	Endowment Funds	
		£000s	£000s	£000s	£000s	£000s
<i>Income and endowments from:</i>						
Donations and legacies						
Donations from membership subscriptions		11,202	-	-	-	11,202
Appeals and donations	3	3,094	-	1,274	-	4,368
Legacies	4	3,071	-	239	-	3,310
Investment income	5	2,709	-	4,709	-	7,418
Income from charitable activities						
Income from membership subscriptions		4,057	-	-	-	4,057
Grants	6	19	-	4,307	-	4,326
Property and other income	7	4,136	-	41	-	4,177
Other income	9	3,164	-	134	-	3,298
Total income and endowments		31,452	-	10,704	-	42,156
<i>Expenditure on:</i>						
Costs of raising funds						
Membership and recruitment		986	-	-	-	986
Publicity and fundraising	10	3,934	154	225	191	4,504
Expenditure on charitable activities						
Membership and recruitment		356	-	-	-	356
Property operating expenditure	11	19,821	2,432	3,794	-	26,047
Conservation, repairs and improvements	12	3,815	-	553	-	4,368
Other expenditure	14	3,321	-	161	-	3,482
Total expenditure		32,233	2,586	4,733	191	39,743
Net income/(expenditure) before investment gains						
Net gains/(losses) on investment assets	5	3,962	-	6,497	(6,170)	4,289
Net income/(expenditure) before transfers		3,181	(2,586)	12,468	(6,361)	6,702
Transfers between funds	32	5,324	(4,303)	(1,021)	-	-
Net movement in funds		8,505	(6,889)	11,447	(6,361)	6,702
<i>Reconciliation of funds:</i>						
Total funds brought forward 1 March 2020		49,267	33,688	71,764	86,355	241,074
Total funds carried forward at 28 February 2021		57,772	26,799	83,211	79,994	247,776

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities. The comparative figures for each Fund are shown on page 43 and in the notes to the Financial Statements on pages 47 to 82 which form part of these Financial Statements.

Trust Statement of Financial Activities

for the year ended 29 February 2020

		Unrestricted Funds		Restricted Funds		2019/20 Total
	Notes	General Funds	Designated Funds	Restricted Funds	Endowment Funds	
		£000s	£000s	£000s	£000s	£000s
<i>Income and endowments from:</i>						
Donations and legacies						
Donations from membership subscriptions		12,920	-	-	-	12,920
Appeals and donations	3	1,231	-	1,473	-	2,704
Legacies	4	5,726	-	627	-	6,353
Investment income	5	2,338	151	6,582	-	9,071
Income from charitable activities						
Income from membership subscriptions		3,845	-	-	-	3,845
Grants	6	36	-	1,213	-	1,249
Property and other income	7	9,245	-	31	-	9,276
Other income	9	2,189	-	-	-	2,189
Total income and endowments		37,530	151	9,926	-	47,607
<i>Expenditure on:</i>						
Costs of raising funds						
Membership and recruitment		1,050	-	-	-	1,050
Publicity and fundraising	10	4,668	11	249	215	5,143
Expenditure on charitable activities						
Membership and recruitment		307	-	-	-	307
Property operating expenditure	11	23,261	2,781	5,579	-	31,621
Conservation, repairs and improvements	12	2,723	(4)	5,243	-	7,962
Other expenditure	14	694	-	16	-	710
Total expenditure		32,703	2,788	11,087	215	46,793
Net (expenditure) before investment gains		4,827	(2,637)	(1,161)	(215)	814
Net gains/(losses) on investment assets	5	971	74	5,758	(4,316)	2,487
Net income/(expenditure) before transfers		5,798	(2,563)	4,597	(4,531)	3,301
Transfers between funds	32	(836)	3,634	(2,873)	75	-
Net movement in funds		4,962	1,071	1,724	(4,456)	3,301
<i>Reconciliation of funds:</i>						
Total funds brought forward 1 March 2019		44,305	32,617	70,040	90,811	237,773
Total funds carried forward at 29 February 2020		49,267	33,688	71,764	86,355	241,074

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

Consolidated Balance Sheet

as at 28 February 2021

	Notes	2020/21 £000s	2019/20 £000s
Fixed Assets			
Tangible Assets	20	26,215	27,612
Heritage Assets	21	271	271
Intangible Assets	22	313	367
Investment Assets	5	194,266	192,836
Total Fixed Assets		221,065	221,086
Current Assets			
Stock	23	1,665	1,695
Debtors	24	11,569	13,707
Cash and Bank	35	22,967	15,021
Total Current Assets		36,201	30,423
Creditors: Amounts falling due within one year	25	(7,468)	(7,909)
Net Current Assets		28,733	22,514
Total Assets less Current Liabilities		249,798	243,600
Creditors: Amounts falling due after more than one year	25	(1,847)	(1,175)
Provision for Liabilities	27	(1,120)	-
Net Assets	28	246,831	242,425
The Funds of the Group			
Restricted Funds			
Endowments	29	79,994	86,355
Other Restricted Funds	30	83,211	71,764
Total Restricted Funds		163,205	158,119
Unrestricted Funds			
Designated – Tangible Fixed Assets	31	26,799	28,250
Other Designated Funds	31	-	5,438
Total Designated Funds		26,799	33,688
General Income		56,827	50,618
Total Unrestricted Funds		83,626	84,306
The Funds of the Group		246,831	242,425

The Financial Statements were approved by the Board of Trustees on 24 June 2021 and signed on behalf and authorised for issue by:

Sir Mark Jones,
Chairman, 24 June 2021

Trust Balance Sheet as at 28 February 2021

	Notes	2020/21	2019/20
		£000s	£000s
Fixed Assets			
Tangible Assets	20	26,215	27,612
Heritage Assets	21	271	271
Intangible Assets	22	313	367
Investment Assets	5	194,266	192,836
Total Fixed Assets		221,065	221,086
Current Assets			
Stock	23	99	116
Debtors	24	13,590	12,624
Cash and Bank	35	22,582	14,956
Total Current Assets		36,271	27,696
Creditors: Amounts falling due within one year	25	(6,630)	(6,567)
Net Current Assets		29,641	21,129
Total Assets less Current Liabilities		250,706	242,215
Creditors: Amounts falling due after more than one year	25	(1,810)	(1,141)
Provision for Liabilities	27	(1,120)	-
Net Assets	28	247,776	241,074
The Funds of the Group			
Restricted Funds			
Endowments	29	79,994	86,355
Other Restricted Funds	30	83,211	71,764
Total Restricted Funds		163,205	158,119
Unrestricted Funds			
Designated – Tangible Fixed Assets	31	26,799	28,250
Other Designated Funds	31	-	5,438
Total Designated Funds		26,799	33,688
General Income		57,772	49,267
Total Unrestricted Funds		84,571	82,955
The Funds of the Trust		247,776	241,074

The Financial Statements were approved by the Board of Trustees on 24 June 2021 and signed on behalf and authorised for issue by:

Sir Mark Jones,
Chairman, 24 June 2021

Consolidated and Trust Cash Flow Statement for year ending 28 February 2021

	Notes	Group		Trust	
		2020/21 £000s	2019/20 £000s	2020/21 £000s	2019/20 £000s
Cash used in operating activities	34	(308)	(15,627)	(1,974)	(13,974)
<i>Cash flows from investing activities:</i>					
Purchase of assets		(1,135)	(3,101)	(1,135)	(3,101)
Returns from investments		6,072	8,338	7,418	9,071
Receipts from sales of assets		458	2,189	458	2,189
Purchase of investments		(47,369)	(31,285)	(47,369)	(31,285)
Sale of investments		50,228	42,468	50,228	42,468
Cash provided by investing activities		8,254	18,609	9,600	19,342
<i>Cash flows from financing activities:</i>					
Repayment of borrowings		-	-	-	-
Cash used in financing activities		-	-	-	-
Increase in cash in the year	35	7,946	2,982	7,626	5,368
Cash and cash equivalents at beginning of year		15,021	12,039	14,956	9,588
Cash and cash equivalents at end of year	35	22,967	15,021	22,582	14,956

The Notes on pages 47 to 82 form part of these Financial Statements.

Notes to the Financial Statements

1. Accounting Policies

The Trust operates under the National Trust for Scotland Order Confirmation Acts 1935 to 1973 and the National Trust for Scotland (Governance etc) Act 2013. The National Trust for Scotland for Places of Historic Interest or Natural Beauty is registered as a charity in Scotland with charity registration number SC007410, and its principal office and place of business at Hermiston Quay, 5 Cultins Road, Edinburgh, EH11 4DF. The charitable purpose of the Trust may be summarised as the promotion of the preservation of, access to and enjoyment of places of historic interest or natural beauty.

The National Trust for Scotland has one wholly owned subsidiary undertaking, National Trust for Scotland Enterprises Ltd, the results of which are consolidated with those of the Trust. The Company's principal activities are the running of retail, catering, holiday cottages, hospitality and other sundry trading activities at the National Trust for Scotland properties.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows and included in note 2:

Basis of Preparation

The accounts (Financial Statements) have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and related information sheets and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities and Trustee Investment (Scotland) Act 2005 and sections 6 & 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

The National Trust for Scotland ("the Trust") meets the definition of a public benefit entity under FRS 102.

Monetary amounts in these financial statements are in £ sterling and rounded to the nearest whole £1,000 except when otherwise indicated.

Going Concern

The financial statements are prepared on a going concern basis and under the historical cost convention (as modified by the revaluation of investment properties and listed investments to market value) and in accordance with applicable accounting standards in the United Kingdom, which have been consistently applied. The going concern basis is considered appropriate due to the strength of the Trust's balance sheet, which would allow the Trust to continue to operate in the event that there was either a significant reduction in income or an unexpected increase in costs, or both.

The Board is required to assess the Trust's viability over a period greater than 12 months from the date of signing, and in keeping with the way that the Board views the development of the Trust over the long term, a period of three years is considered appropriate for business planning, measuring performance and remunerating at a senior level. The Trust is moving to a regular three-year planning cycle as part of its development of a longer term corporate strategy later in the year. At present the assessment of viability continues to for the 12 month period to the end of June 2022. Given the global political and economic uncertainty resulting from the COVID pandemic, we saw significant volatility and business disruption reducing our performance in 2020/21 and adapted our activities to mitigate the financial risk this created for the Trust. As a result, the impact was not as great as first envisaged. This uncertainty continues into 2021/22, which has delayed the opening of our properties beyond their

usual date of 1st March. However, most of our built heritage portfolio opened by April 30th with others opening through May and June 2021.

For the current financial year 2021/22, the Trusts forecasts an Operating Deficit of £15.5m, £1.1m higher than 2020/21. The drivers are both higher operating income than 2020/21 as properties are gradually permitted to re-open under Scottish Government guidance, but also higher costs. We expect some recovery in income from membership subscriptions and commercial activities as we provide access to Trust places, but also increased associated costs for maintenance that was delayed due to restrictions resumes, and for staff that were previously under furlough under the Governments Job Retention Scheme, to return to work.

Total Trust income is projected to remain at £45m in 2021/22, but the mix is expected to be very different. The higher operating income is offset by relatively lower levels of income from appeals, donations and grants compared to 2020/21 due to the one-off nature of events in 2020/21. Importantly, an additional £2.8m of project costs for expenditure on major conservation, repairs and improvements to our natural environment and built heritage is forecast for 2021/22, which is in addition to the existing capital budget for the year.

In terms of reserves, the Trusts policy to maintain a prudent level of unrestricted general reserves provides a level of financial resilience that has helped the Trust remain financially viable through this challenging period. We continue to monitor this and align the liquidity position with the Trusts overall Investment Strategy. The Trust will also be moving to a longer-term planning horizon along with the review of the Trusts Corporate Strategy development which is underway.

The Trust's closing cash and bank balance at 28 February 2021 was £23 million, which is unrestricted, and in addition the unrestricted fund investments held were valued at £33.6 million and were predominantly listed (i.e. easily sold) investment classes. This level of unrestricted liquid or near liquid assets (totalling £56.6 million) demonstrates that these are sufficient to cover its projected expenditure commitments should the estimated £45 million income not be achieved for 2021/22.

Basis of Consolidation

The Trust holds 100% of the issued share capital of National Trust for Scotland Enterprises Limited.

The results include those of the National Trust for Scotland, and those of National Trust for Scotland Enterprises Ltd (Enterprises), the wholly-owned subsidiary of the Trust. Uniform accounting policies are adopted throughout the group and any profits or losses arising on intra-group transactions are eliminated in the Consolidated Statement of Financial Activities.

Income Recognition

With the exception of membership subscriptions, income is recognised when the Trust has legal entitlement, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Membership Subscription Income

The element of annual membership subscriptions which is not regarded as a donation is treated as income from charitable activities. This is deferred and released to the Statement of Financial Activities over the period to which the membership subscription relates. The element which is deemed to be a donation and its associated gift aid is recognised on receipt and reported within Donations and Legacies in the Statement of Financial Activities.

Life membership subscriptions and any associated gift aid are recognised in 15 equal annual instalments and allocated to donations and legacies and income from charitable activities, within the Statement of Financial Activities, as appropriate.

Appeals and Donations

Appeals and donations are recognised as income when the donated cash is received or when receipt of the donation meets the Charities SORP (FRS102) tests of entitlement, probability and measurement. Donations of non-cash assets and investments are included as income when title to these assets transfers to the Trust, and income is recognised at the appropriate fair value at the point of transfer of title. Gift Aid thereon is accounted for on a receivable basis and is added to restricted funds or unrestricted funds as appropriate.

Where the use of the income has been restricted in accordance with the donor's wishes, appeals and donations income is credited to an appropriate fund (Accounting Policy for Funds and Reserves on pages 55-56) until it can be spent for the purpose for which it was given. When a new Heritage Asset is gifted to the Trust, where practical, these are included in income at their Fair Value. No value has been placed on heritage assets historically gifted to the Trust in accordance with the National Trust's policy on heritage assets.

Grants

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the Trust has entitlement to the funds; performance conditions attached to the grants have been met; it is probable that the income will be received; and the amount can be measured reliably.

Where terms or conditions have not been met, or uncertainty exists as to whether they can be met, then the relevant income is not recognised in the year but is deferred and included in the balance sheet as deferred income.

Legacies

Legacies are accounted for as income either upon receipt or when receipt of the legacy meets the Charities SORP (FRS102) tests of entitlement, probability and measurement. Pecuniary legacies are recognised following formal notification from the Estate, whereas residuary legacies are only recognised in line with the following assessments:

- **Entitlement** to a legacy is evidenced when a charity has sufficient evidence that a gift has been left to them and the executor of the estate is satisfied that the assets in question will not be required to satisfy claims in the estate.
- Receipt is normally **probable** when:
 - i) There is a grant of probate;
 - ii) The executors have established that there are sufficient assets in the estate, after settling any liabilities, to pay the legacy; and
 - iii) Any conditions attached to the legacy have been fulfilled or are within the charity's control.
- The legacy should be recognised at the **estimate of fair value** of the legacy income receivable based on the income available. If there is uncertainty as to the amount of the legacy and it cannot be reliably estimated, then it is held as a contingent asset until all the conditions for income recognition can be fulfilled (note 37).

Where the use of the income has been restricted in accordance with the benefactor's wishes, legacies income is credited to an appropriate fund (see Accounting Policy for Funds and Reserves on pages 55-56) until it can be spent for the purpose for which it was given. No value is placed on heritage assets bequeathed to the Trust in accordance with the National Trust's policy on heritage assets.

Investment income

Investment income is recorded in the period in which it is earned.

The Trust's investment income includes the distribution of earnings from Enterprises which pays all its taxable profits for the reporting period to its parent charity (i.e. the Trust) under the Gift Aid Scheme. In line with the amended FRS 102, this Gift Aid income is only recognised on receipt of this distribution or when there is a legal obligation established.

Property and other income

Income reported under this heading includes charitable trading activities (catering, holidays and car parks), rents and admission fees, all of which are recognised in the period to which they relate. Admission fees are included based on the point at which the sale is made.

Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Depending on the nature of the related expenditure, irrecoverable VAT is either charged to the appropriate expenditure heading or it is capitalised.

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party; it is probable that settlement will be required; and the amount of the obligation can be measured reliably. The Consolidated Statement of Financial Activities defines costs in three specific categories:

- *Cost of raising funds* - costs which are associated with the generation of income from sources other than from undertaking charitable activities and includes trading, investment management costs, membership, fundraising and an allocation of support costs.
- *Expenditure on charitable activities* – costs incurred by the charity in the delivery of its charitable activities, and includes membership, property operations, conservation, repairs and improvements and an allocation of associated support costs.
- *Other expenditure* – items not falling into any other heading. Examples of this will be the cost of restructuring or significant investment on back office system and process (e.g. Transforming the Trust project - Phase 2) which are anticipated to significantly change the support operating model.

Allocation of support costs

Support costs are those costs which do not relate directly to a single activity. These include back office costs, finance, personnel, ICT and governance costs. Governance costs are those costs associated with meeting the constitutional and statutory requirements of the charity and costs linked to its strategic management. Support costs have been allocated between cost of raising funds and expenditure on charitable activities. The analysis of support costs and the bases of allocation are shown in Note 13.

Pension schemes

The Trust operates a defined contribution scheme through a Group Personal Pension Scheme and National Employment Savings Trust (NEST) and are charged in the year they are incurred. Further detail is provided in Note 16.

Employee benefits

The group contributes to a group personal pension scheme, the assets of which are administered by Standard Life. It is a defined contribution scheme. All contributed costs are accounted for on the basis of charging the cost of providing pensions over the period when the charity benefits from the employees' services. The charity has no further liability under the scheme. Short term benefits including holiday pay are recognised as an expense in the period in which the service is received. The best estimate of the expenditure required to settle an obligation for termination benefits is recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Contribution of volunteers

No amounts have been included in these financial statements to reflect the value of services provided free of charge to The National Trust for Scotland by volunteers. An estimate of the value of hours of volunteer time from which the Trust has benefited is included in Note 16.

Operating leases

The annual rental for leases which are classified as operating leases are charged as expenditure to the Statement of Financial Activities on a straight-line basis over the lease term.

VAT

The Trust is registered for VAT, with partial exemption due to the nature of incoming resources. Expenditure is stated inclusive of any irrecoverable input tax.

Taxation

The Trust is a Scottish registered charity and is recognised as such by HMRC for UK taxation purposes. As a result, there is no liability for UK taxation on any of its income or capital gains in respect of charitable activities.

The trading activities of the Trust are undertaken by Enterprises which then gift aids its taxable surpluses in the form of a distribution to the Trust and hence no taxation is incurred.

Tangible Fixed Assets

A fixed asset is typically something long lasting and owned by the Trust. A Tangible Fixed Asset is an asset that has a physical form e.g. machinery, buildings and land.

Recognition of a Tangible Fixed Asset

Tangible Fixed Assets are assets that will be:

- i) used by the Trust in the **generation of income for more than one year** and
- ii) the purchase cost and/or the total costs incurred to produce the asset **are more than £5,000**.

Where these criteria are met the purchase costs and/or costs incurred to produce the asset will be recorded in the balance sheet of the Trust rather than in operational or conservation costs.

Where refurbishment and major repair costs are incurred for the purpose of income generation the criteria noted above are considered to determine if the costs should be capitalised on the balance sheet.

Valuation and depreciation of Tangible Fixed Asset

Tangible Fixed Assets are recorded at the historic purchase cost or costs of production less accumulated depreciation. Tangible Fixed Assets costs are depreciated on a straight-line basis in line with their estimated useful lives to ensure their values are accurately reflected in the financial statements.

Capital asset category	Expected useful life
Buildings	30 years
Renewable energy equipment*	20 years
Building fit-outs	10 – 15 years
Fixtures and fittings*	5 -20 years
Motor vehicles	4 years
Computer equipment	4 years

**Included in Fixtures & fittings in note 20*

Depreciation is first charged in the calendar month of acquisition or on the bringing into use of the asset, whichever is the later.

Assets under construction are not depreciated until completed and placed into service or use.

Heritage Assets

Heritage assets are defined as tangible and intangible assets with historic, artistic, scientific, technological, geophysical or environmental qualities that are held and maintained principally for their contribution to knowledge and culture.

The Trust's charitable purpose is to promote the preservation of, and access to Scotland's Heritage and as a result, a large majority of assets held may fall under the definition of heritage assets.

The Trust accounts for its heritage assets in line with FRS 102 and these fall into two categories:

Land and buildings

Heritage Assets in the form of land and buildings are not generally capitalised on the balance sheet. Following the introduction of FRS102, the Board of the National Trust for Scotland reviewed the position and confirmed that the capitalisation of heritage assets at that point would result in a distorted view of the Trust's financial position. These assets are not assets in the normal sense, since any value placed on them would more than be offset by a liability, being the obligation to maintain them.

Many of the Trusts Heritable Land and Building Assets have been gifted or bequeathed since the inception of the Trust and as a result it is not possible to establish a cost or valuation for these assets and these are therefore not recorded on the balance sheet.

Where refurbishment and major repairs costs are incurred predominantly for conservation of Heritable Assets and/or to improve access to the Heritable Asset these costs will not be capitalised and instead will appear as conservation and repairs costs in the SOFA in the financial year in which the expenditure was incurred. In most cases the original cost is not capitalised and to capitalise the conservation of these costs would result in a distorted view of the Trust's financial position.

When a new Heritable Asset is purchased and it has a cost of acquisition these acquisition costs will be recognised on the Balance Sheet if they meet the criteria for capitalisation of Tangible Fixed Assets, otherwise they will appear as expenses in the SOFA. When a new Heritable Asset is gifted to the Trust, where practical these are recognised at their Fair Value in the Balance Sheet if they meet the criteria for capitalisation of Tangible Fixed Assets, otherwise they will appear as expenses in the SOFA. Heritage land and buildings are not depreciated.

Any acquisition of new land or buildings should follow the Trust's *Conservation Property Acquisition and Disposals Policy*, a copy of which is available on request.

Any disposals of land and buildings must be considered by the Disposals Committee and the Board of Trustees and any proceeds from the disposal of a Heritable Asset should be recognised through the gains and losses within the SOFA, together with the derecognition of any carrying amount in the balance sheet.

Collections

Over time the Trust has amassed various collections of furniture, paintings, books, fine china and artefacts. These collections, of substantial heritage significance, are generally recorded within a database which is updated as new collections are acquired. As these items have accumulated over a considerable period of time, it is not possible to establish a cost or valuation for these assets and these are therefore not recorded on the balance sheet.

In accordance with FRS102 and the SORP the Trust does not carry out valuations of the Collections. There are around 350,000 individual items. When a new Heritable Asset in the form of a Collection is purchased, its costs will be recognised on the Balance Sheet at this amount if it meets the criteria for capitalisation of Tangible Fixed Assets, otherwise they will appear as expenses in the SOFA.

The purchase or disposal of collections must be in line with the policies outlined in the Trust's *Developing Collections: A Policy to Reflect and Enrich Lives* and any proceeds from the disposal of a Heritage Asset would be recognised through the gains and losses within the SOFA, together with the derecognition of any carrying value in the balance sheet.

Where refurbishment and major repairs costs are incurred predominantly for conservation of Heritage Assets to improve access to the Heritage Asset these costs will not be capitalised in line with the Heritage Assets Policy.

Where refurbishment and major costs to a Heritage Asset are incurred predominantly to increase income generation the costs are capitalised despite the work being carried out on a Heritage Asset. An example could be when the interior of holiday cottages or commercial operations such as retail or catering outlets are refurbished. These units are often located in heritage assets which themselves are not capitalised in line with the Heritage Asset policy. However, since the primary purpose of these refurbishments is income generation the costs of the refurbishments (if in excess of £5,000) are capitalised.

Intangible Fixed Assets

Intangible assets are non-monetary assets which are without physical substance that are controlled by the Trust and are transferrable. Examples include computer software, trademarks and internet domains. Intangible Fixed Assets are Intangible Assets that will be:

- i) used by the Trust in the generation of income for more than one year; and
- ii) the purchase cost and/or the total costs incurred to produce the asset are more than £5,000.

Where these criteria are met the purchase costs and/or costs incurred to produce the asset will be recorded in the balance sheet of the Group rather than in operational or conservation costs.

Valuation and amortisation of Intangible Fixed Assets

Intangible Fixed Assets are stated at their historical cost and amortised on a straight-line basis over their expected useful lives with adjustments made for impairment as required.

Capital asset category	Expected useful life
Website development	4 years

Amortisation is first charged in the calendar month of acquisition or on the bringing into use of the asset, whichever is the later, and amortisation is charged to publicity and fundraising costs, as the asset relates to the Trust website.

Costs associated with software with annual licence or subscriptions are not capitalised as they will provide no benefit to the Trust without incurring the next years licence or subscription being paid.

Investments

The Trust holds substantial funds for endowments, restricted and designated purposes and the Board of Trustees is assisted by the Investment Committee on the management of the equity and other investments represented by these funds.

Investments are shown at fair value which is normally the bid price for quoted investments. Unquoted investments are shown at the Board of Trustees' valuation on advice. Investment properties are included at valuation based on a comparable, open market, existing-use. A quinquennial external desktop valuation cycle is in place (last external valuation March 2018). Between the external valuations, an annual valuation review is undertaken by the Trust's own professionally qualified surveyors. These valuations have been assessed based on trends and known changes in occupation and in line with RICS assumptions. Additions are shown at cost with the exception of gifts which are shown at valuation on the date of gift.

The movement in valuation of investments is shown in the Consolidated Statement of Financial Activities and comprises both realised and unrealised gains and losses.

The investment held in the subsidiary (National Trust for Scotland Enterprises Limited) is held at cost.

Stock

Stock is stated at the lower of purchase cost or net realisable value other than farm stocks which are stated at valuation. In relation to retail stock that is deemed to be end of life and not sellable at any price, the stock is

written off and disposed of. Stock consists of retail and catering trading stock, livestock, publications and raw materials. Stock is valued on a first-in first-out (FIFO) basis.

Cash and Cash Equivalents

Cash at bank and in hand is held to meet the day to day running costs of the charity as they fall due.

Capital contributions

Capital contributions from Landlords are treated as deferred income and are released to the Statement of Financial Activities over the initial lease period.

Provision for Liabilities

A provision for a liability is established for an obligation as a result of a past transactions or events that exists at the balance sheet date.

Recognition of a Provision:

An obligation will be established as a provision where there is:

- i) a present obligation (legal or constructive) as a result of a past event,
- ii) it is probable that a transfer of economic benefits will be required to settle the obligation e.g. the Trust will have to make a payment to a third party to settle the obligation, and
- iii) a reliable estimate can be made of the amount of the obligation.

If the above criteria is met then the Trust will establish a Provision for Liabilities and disclose this within the notes to the Financial Statements.

Financial instruments

The Trust applies the provisions of *Section 11 'Basic Financial Instruments'* and *Section 12 'Other Financial Instruments Issues'* of FRS 102, in full, to all of its financial instruments.

Financial assets and financial liabilities are recognised when the Trust becomes a party to the contractual provision of the instrument and are offset only when the Trust currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets

A financial asset represents financial resources available to the charity and examples include financial investments in shares or bonds, debtors and cash.

Debtors: Trade and other debtors which are receivable within one year are initially measured at the transaction price. They are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

A provision for impairment of trade and other debtors is established when there is objective evidence that the amounts due will not be collected according to the original terms of the contract. Impairment losses are recognised in the Statement of Financial Activities for the excess of the carrying value of the trade debtor over the present value of the future cash flows discounted using the original effective interest rate. Subsequent reversals of an impairment loss that objectively relate to an event occurring after the impairment loss was recognised, are recognised immediately in profit or loss.

Financial liabilities

Creditors: Trade and other creditors payable within one year are initially measured at the transaction price and subsequently measured at amortised cost, being the transaction price less any amounts settled.

Funds and reserves

The Trust's **Charity Funds** are a consolidation of around 345 individual funds and are divided into two distinct categories: Unrestricted and Restricted as set out below:

Charity Funds

Unrestricted Funds

The use of these funds has not been restricted to a particular purpose by donors or their representatives.

General Income Fund (GIF)

To provide a reserve to finance central infrastructure, provide access to large project funding for properties with insufficient reserves themselves.

This fund may also provide working capital for properties with no restricted funds of their own with operational deficits and provide financial protection against uncertainty or unexpected events and is available to use at the discretion of the Trustees in furtherance of the Trusts objectives.

Designated Funds

Have been allocated by the Trustees for particular purposes.

Where specific planned activities are identified as requiring significant funding, proposals will be made to the Board to designated Unrestricted Funds for use for a particular project or commitment.

These include the Fixed Asset Reserve.

Restricted Funds

These funds have been restricted to a particular purpose by donors.

Endowment Funds

Typically arise when donors or grant giving bodies provide funds on the condition that they must be retained in order to generate investment income for the long term needs of the property or the restricted activity that the endowment is provided for.

Income arising on endowment funds is generally expendable and is distributed as income to funds in order to be spent.

Other Restricted Funds

These include gifts and legacies which have been given or bequeathed to the Trust to be used in accordance with the conditions of donors. Both the capital and the income may only be applied for the purpose for which the funds were donated.

A number of the Trust's properties held for conservation have established Restricted Funds that have been given to the Trust either by donors or grant-making bodies. The existence of these Restricted Funds places less reliance on Reserve requirements to maintain these properties and the Trust's policy is to seek adequate endowments for new acquisitions.

Transfers between Funds

Transfers may be made between funds for the following reasons:

- From restricted to unrestricted funds when restricted funds may be lawfully released (i.e. permission for the release has been given by the donor, or OSCR or Court approval has been given to release historic funds).
- Transfers from General Income Fund to Designated funds to support properties conservation and improvement requirements, as approved by the Board.
- Transfers from Designated to General Income Fund where previously Designated Funds are no longer required for the designated purpose, as approved by the Board.
- From unrestricted to restricted funds to cover a deficit on a restricted fund that may for example have been caused by investment losses.
- To reflect the increase in the book value of tangible fixed assets without specific designated or restricted funding.
- Transfers to reflect assets purchased with restricted funds, but not held for a restricted purpose.

The Board has adopted a formal **Reserves Policy**, as detailed in the Trustees' Report, on pages 26 to 27. "Free Reserves" are reserves available to spend freely on any charitable purpose. These are represented by Unrestricted Funds less Designated Funds, less Fixed Assets.

In the case of the Trust, free reserves are represented by the General Income Fund ("GIF") disclosed on the Trust's Balance sheet. Free reserves do not include Endowment Funds, Restricted Funds or Designated Funds.

Comparative financial information

The accounting policies adopted have been consistently applied in both the current and comparative period.

2. Critical accounting estimates and areas of judgement

In the application of the accounting policies, trustees are required to make judgements, estimates, and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affected current and future periods.

The key areas that are deemed to be material for these financial statements are as follows:

- Accruing for income derived from legacies where complicated issues surrounding the measurement or the entitlement to income existed at the year-end in line with the accounting policy on legacies (page 49).
- An estimate of future costs in relation to property lease reinstatement obligations has been made based on an external adviser's assessment of these in relation to commitment and calculation (Note 27 page 75).
- An estimate for irrecoverable gift aid has been calculated at 5% for memberships and 50% for donations. This has been deemed by our advisors to be prudent. The gift aid debtor is included in other debtors (note 24) and is shown net of the irrecoverable amount.

- The valuation of investment properties is carried out by the Trust's National Estates Manager. This estimate is in line with the Trust's accounting policies (page 53).

3. Appeals & donations

The income from appeals and donations was £4,368k (2019/20: £2,704k). Detailed comparative information for each separate class of fund is set out below:

Group and Trust	Unrestricted Funds		Restricted Funds		Total
	General Fund	Designated Funds	Restricted Funds	Endowment Funds	
	£000s	£000s	£000s	£000s	
2021	3,094	-	1,274	-	4,368
2020	1,231	-	1,473	-	2,704

4. Legacies

The income from legacies was £3,310k (2019/20: £6,353k). Detailed comparative information for each separate class of fund is set out below:

Group and Trust	Unrestricted Funds		Restricted Funds		Total
	General Funds	Designated Funds	Restricted Funds	Endowment Funds	
	£000s	£000s	£000s	£000s	
2021	3,071	-	239	-	3,310
2020	5,726	-	627	-	6,353

5. Investments and investment income

5.1 Reconciliation of Movement in Investments by Asset Class:

Group and Trust	Investment Asset Class			Total
	Investments	Deposits and Cash	Net Property Investments	
	£000s	£000s	£000s	£000s
Market Value as at 28 February 2019	192,454	6,527	2,551	201,532
Additions at cost	31,285	-	-	31,285
Disposal proceeds	(36,112)	-	(1,251)	(37,363)
Capital Events, Transfers & Movements	(1,250)	(3,855)	-	(5,105)
Realised gain/(loss)	10,218	158	656	11,032
Unrealised gain/(loss)	(8,588)	-	43	(8,545)
Market Value as at 29 February 2020	188,007	2,830	1,999	192,836
Additions at cost	47,369	-	-	47,369
Disposal proceeds	(48,995)	-	-	(48,995)
Capital Events, Transfers & Movements	(719)	(514)	-	(1,233)
Realised gain/(loss)	(5,436)	-	-	(5,436)
Unrealised gain/(loss)	9,646	-	79	9,725
Market Value as at 28 February 2021	189,872	2,316	2,078	194,266

The following table provides further information on the breakdown of Investments:

Group and Trust	2020/21	2019/20
	£000s	£000s
UK Listed Investment	110,717	130,287
Overseas Listed Investment	69,791	51,315
UK Unlisted Investments	9,364	6,405
Market Value	189,872	188,007

5.2 Detailed comparative information for each separate class of fund relating to the realised gains/(losses) from investment asset disposals and unrealised gains/(losses) from investment asset revaluation is set out below:

Group and Trust	Unrestricted Funds				Restricted Funds				Total	
	General Funds		Designated Funds		Restricted Funds		Endowment Funds			
	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Unrealised gain/(loss) on investment revaluation	3,704	315	-	-	7,823	(3,089)	(1,802)	(5,771)	9,725	(8,545)
Realised gain/(loss) on investment disposal	258	656	-	74	(1,326)	8,846	(4,368)	1,456	(5,436)	11,032
Net gain/(loss) on investment assets	3,962	971	-	74	6,497	5,757	(6,170)	(4,315)	4,289	2,487

5. Investments and investment income (continued)

5.3 The following is a summary of the income arising from the Trust investments:

	Investment Income			
	Group		Trust	
	2020/21 £000s	2019/20 £000s	2020/21 £000s	2019/20 £000s
Income from Investments	6,053	8,233	6,053	8,233
Interest on Deposits and Cash	19	105	19	105
Distribution from Enterprises	-	-	1,346	733
Total Investment Income	6,072	8,338	7,418	9,071

5.4 A detailed comparative information for each separate class of fund for the Investment Income is set out below:

Group	Unrestricted Funds		Restricted Funds		Total
	General Funds	Designated Funds	Restricted Funds	Endowment Funds	
	£000s	£000s	£000s	£000s	£000s
2021	1,363	-	4,709	-	6,072
2020	1,605	151	6,582	-	8,338

Trust	Unrestricted Funds		Restricted Funds		Total
	General Funds	Designated Funds	Restricted Funds	Endowment Funds	
	£000s	£000s	£000s	£000s	£000s
2021	2,709	-	4,709	-	7,418
2020	2,338	151	6,582	-	9,071

5.5 Distribution from Enterprises

The Trust receives a distribution of earnings from its trading activities which are undertaken by National Trust for Scotland Enterprises Ltd SC095585 (Enterprises), its subsidiary undertaking, arising from an investment of £2 held within the National Trust for Scotland. This investment income is in the form of Gift Aid on taxable profits made by Enterprises. Gift Aid distributions are recognised in the year they are paid. Enterprises paid £1.3m to the Trust in the financial year. During 2020/21, Enterprises did not generate a surplus due to the exceptionally difficult trading environment because of the pandemic related restrictions and therefore there will be no distribution from Enterprises to the Trust for period ending 28th February 2022.

5.6 At the year end, the Trust held property deemed not to be 'of heritage significance'. In line with FRS 102 these properties have been included within Property investments above at a fair value of £2,078k (2019/20: £1,999k) as per internal valuations conducted by the Trust's National Estates Manager, at 28 February 2021, in line with the Trust's accounting policies (see pages 51 to 52). Included in investment properties is property with a value of £700k for which the Trust has granted an irrevocable undertaking to retain the property.

6. Grants

The trust received grants from the following bodies:

	Group		Trust	
	2020/21	2019/20	2020/21	2019/20
	£000s	£000s	£000s	£000s
Scottish Government	3,866	501	3,866	501
Historic Environment Scotland	166	320	166	320
Scottish Natural Heritage	149	273	149	273
Local Authorities and Enterprise companies	277	152	145	152
European Regional Development Fund	-	3	-	3
Total for year ending 28 February	4,458	1,249	4,326	1,249

For both Group and Trust, £4,307k (2019/20: £1,213k) of the total grants received were restricted. The Group grants received includes £132k (2019/20: £nil) relating to Enterprises, see note 8 on page 61 for further details.

7. Property and other income

Group	Unrestricted Funds				Restricted Funds				Total	
	General Funds		Designated Funds		Restricted Funds		Endowment Funds			
	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Admissions	574	4,886	-	-	-	-	-	-	574	4,886
Rents	1,810	1,804	-	-	-	-	-	-	1,810	1,804
Other	1,352	1,863	-	-	41	31	-	-	1,393	1,894
Property & Other Income	3,736	8,553	-	-	41	31	-	-	3,777	8,584

Trust	Unrestricted Funds				Restricted Funds				Total	
	General Funds		Designated Funds		Restricted Funds		Endowment Funds			
	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Admissions	574	4,886	-	-	-	-	-	-	574	4,886
Rents	1,810	1,804	-	-	-	-	-	-	1,810	1,804
Other	1,752	2,555	-	-	41	31	-	-	1,793	2,586
Property & Other Income	4,136	9,245	-	-	41	31	-	-	4,177	9,276

Other income, for the Group and Trust, includes income from event and produce sales at properties as well as contributions from third parties.

8. Commercial activities

National Trust for Scotland Enterprises Ltd (Enterprises) is wholly owned by the Trust with share capital of £2. It is incorporated in Scotland (SC095585) and its results are consolidated with the results of the National Trust for Scotland in the group accounts. Enterprises' principal activities are the running of retail, catering, holiday cottages, hospitality and other sundry trading activities at Trust properties. All of these activities are unrestricted and, therefore, all income and expenditure is unrestricted. Unlike most of the Trust's income Enterprises does not enjoy exemption from taxation and distributes, under a gift aid scheme, the whole of its surpluses to the Trust.

A management charge of £400k (2019/20: £694k) was charged by the National Trust for Scotland for management services provided to Enterprises.

The Turnover and Net Contributions to Trust funds were:

Group	Turnover		Costs		Contribution	
	2020/21 £000s	2019/20 £000s	2020/21 £000s	2019/20 £000s	2020/21 £000s	2019/20 £000s
Retail	1,024	6,194	1,762	4,991	(738)	1,101
Catering	821	5,351	1,677	4,733	(856)	589
Holiday cottages	485	1,078	549	773	(64)	306
Cruises	-	(20)	-	12	-	(32)
Functions	13	482	287	698	(274)	(181)
Other income and events	495	435	130	268	365	262
Total	2,838	13,520	4,405	11,475	(1,567)	2,045

During 2020/21 the wages and salaries costs allocated to Enterprises was offset by an allocation of the related element of the HMRC's Coronavirus Job Retention Scheme Grant, £885k (2019/20 *£nil*). In addition, local government business recovery grants were awarded to compensate for loss of commercial income due to the COVID pandemic, £132k (2019/20 *£nil*).

After inclusion of the grants received and the management charge a loss before tax of £950k (2019/20: *profit of £1,351k*) and a loss after tax of £769k (2019/20: *profit £1,351k*) as recorded below. This loss was funded by the Trust on a short-term basis and, based on the Enterprises forecast for 2021/22 will be recouped in full before the end of 2021/22.

Enterprise Profit/(Loss) before Tax

Contribution
Other Operating Income - Grants Received
Other Operating Expenditure - Management Recharge
(Loss)/Profit before Tax for year
Taxation credit
(Loss)/Profit after Tax for year

2020/21 £000s	2019/20 £000s
(1,567)	2,045
1,017	-
(400)	(694)
(950)	1,351
181	-
(769)	1,351

8. Commercial activities (continued)

The Net (Liabilities)/Assets of Enterprises are summarised as follows:

Enterprise Net (Liabilities)/Assets	2020/21 £000s	2019/20 £000s
Stock	1,566	1,578
Debtors	474	1,085
Amount due from parent	-	757
Cash and bank	385	65
Creditors	(875)	(2,134)
Amounts due to parent	(2,314)	-
Net (Liabilities)/Assets	(764)	1,351

9. Other income

Other income was £4,183k (2019/20: £2,189k). Detailed comparative information for each separate class of fund is set out below:

Group	Unrestricted Funds				Restricted Funds				Total	
	General Funds		Designated Funds		Restricted Funds		Endowment Funds			
	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Gain on Sale of Assets	324	2,189	-	-	134	-	-	-	458	2,189
Coronavirus Job Retention Scheme	3,725	-	-	-	-	-	-	-	3,725	-
Other Income	4,049	2,189	-	-	134	-	-	-	4,183	2,189

Trust	Unrestricted Funds				Restricted Funds				Total	
	General Funds		Designated Funds		Restricted Funds		Endowment Funds			
	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Gain on Sale of Assets	324	2,189	-	-	134	-	-	-	458	2,189
Coronavirus Job Retention Scheme	2,840	-	-	-	-	-	-	-	2,840	-
Other Income	3,164	2,189	-	-	134	-	-	-	3,298	2,189

During the year the National Trust for Scotland received support from the government under the Coronavirus Job Retention Scheme of £3,725k (2019/20: £nil). £885k of this support was received by the trading subsidiary, National Trust for Scotland Enterprises Ltd (2019/20: £nil). The scheme provides for the reimbursement of wages for employees who were placed on furlough leave.

Under the scheme the National Trust for Scotland applied for the reimbursement of up to 80% of employees' wage costs up to £2,500 per month for wages payable from 1 March 2020. The scheme was accessed by designating affected employees as furloughed or retained on paid leave of absence, notifying employees of these changes, submitting information about these employees and their earnings to HMRC.

10. Publicity and fundraising

Expenditure on publicity and fundraising was £4,504k (2019/20: £5,143k). Detailed comparative information for each separate class of fund is set out below:

Group and Trust	2020/21 £000s	2019/20 £000s
Salaries and wages	1,163	1,106
Marketing & Publications	1,771	2,400
Consultants and professional fees	475	555
Maintenance and equipment	63	55
Travel and subsistence	13	35
Other overheads (including depreciation)	312	239
Support costs (Note 13)	640	646
Governance costs (Note 13)	67	107
Total publicity and fundraising expenditure	4,504	5,143

The total publicity and fundraising expenditure can be analysed by fund as follows:

Group and Trust	Unrestricted Funds		Restricted Funds		Total £000s
	General Funds	Designated Funds	Restricted Funds	Endowment Funds	
	£000s	£000s	£000s	£000s	
2021	3,934	154	225	191	4,504
2020	4,668	11	249	215	5,143

11. Property operating expenditure

Property operating expenditure consists of the following main areas of resources expended:

Group and Trust	2020/21 £000s	2019/20 £000s
Salaries and wages	11,150	12,899
Utilities	1,668	1,868
Maintenance and equipment	2,938	3,883
Insurance	940	815
Travel and subsistence	137	368
Other overheads (including depreciation)	3,406	4,936
Support costs (Note 13)	5,350	6,401
Governance costs (Note 13)	458	451
Total Property Operating Expenditure	26,047	31,621

11. Property operating expenditure (continued)

The total property operating expenditure can be analysed by fund as follows:

Group and Trust	Unrestricted Funds		Restricted Funds		Total £000s
	General Funds	Designated Funds	Restricted Funds	Endowment Funds	
	£000s	£000s	£000s	£000s	
2021	19,821	2,432	3,794	-	26,047
2020	23,261	2,781	5,579	-	31,621

12. Conservation, repairs and improvements

The Trust spent the following on conservation, repairs and improvements:

Group and Trust	2020/21 £000s	2019/20 £000s
Major projects	844	2,247
Routine conservation & repairs	1,580	3,038
Vision & Master Planning	-	243
Support costs (Note 13)	1,586	2,107
Governance costs (Note 13)	358	327
Total Conservation, Repairs & Improvements	4,368	7,962

The total Conservation, Repairs and Improvements Expenditure can be analysed by fund as follows:

	Unrestricted Funds		Restricted Funds		Total £000s
	General Funds	Designated Funds	Restricted Funds	Endowment Funds	
	£000s	£000s	£000s	£000s	
2021	3,815	-	553	-	4,368
2020	2,723	(4)	5,243	-	7,962

Major projects vary year on year and as such spending will increase or decrease in accordance with the projects ongoing during each year.

13. Analysis of support and governance costs

The Trust initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. The other support costs, together with the governance costs, are allocated between fundraising activities and charitable activities. The basis of allocation is on the estimated time spent by the appropriate support service.

Group and Trust	2020/21					2019/20
	Admin & Other	Human Resources	Finance	ICT ¹	Total	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Membership and recruitment	17	123	61	70	271	384
Publicity and fundraising	217	24	329	70	640	646
Property operating expenditure	3,156	740	1,036	418	5,350	6,401
Conservation, repairs and improvements	1,092	73	316	105	1,586	2,107
Governance	776	25	206	35	1,042	1,028
Total Support & Governance Cost	5,258	985	1,948	698	8,889	10,566

¹ ICT stands for Information and Communications Technology.

Governance

	2020/21	2019/20
	£000s	£000s
Membership and recruitment ²	159	143
Publicity and fundraising	67	107
Property operating expenditure	458	451
Conservation, repairs and improvements	358	327
Total Governance Cost Allocation	1,042	1,028

² Governance costs relating to membership and recruitment are allocated across cost of raising funds and charitable activities based on the percentage split of income.

14. Other expenditure

The Trust incurred other expenditure of £3,482k (2019/20: £710k). Detailed comparative information is set out below:

Group and Trust	2020/21 £000s	2019/20 £000s
Organisational, Systems & Process Change Projects	2,148	710
COVID Re-opening Adaptations	214	-
Lease Dilapidations Provision	1,120	-
Total Other Expenditure	3,482	710

Total Other Expenditure can be analysed by fund as follows:

	Unrestricted Funds		Restricted Funds		Total
	General Funds	Designated Funds	Restricted Funds	Endowment Funds	
	£000s	£000s	£000s	£000s	£000s
2021	3,321	-	161	-	3,482
2020	694	-	16	-	710

The Trust incurred a total of £2,148k (2019/20: £710k) in improving systems and processes and supporting organisational change. Included in this figure is redundancy costs of £2,028k (2019/20: £308k) (note 16). Other expenditure also includes £214k (2019/20: £nil) for personal protective equipment (PPE) and other adaptations to enable a safe property opening during the pandemic.

A provision of £1,120k (2019/20: £nil) for the cost of dilapidations relating to the lease on the Trust HQ at Hermiston Quay in Edinburgh has been estimated and included as other expenditure, note 27 on page 75 provides further information.

15. Trustees' remuneration, benefits and expenses

No remuneration has been paid to members or former members of the Board of Trustees in respect of their duties as Board members. In addition, no expenses were reimbursed to Board and Committee members (2019/20: £23k reimbursed to 16 members), this was due to the meetings being held virtually during the pandemic restrictions.

16. Analysis of staff costs and remuneration of key management personnel

16.1 The average number of employees on permanent and fixed term contracts was 498 (2019/20: 545). On a full-time equivalent basis this becomes 469 (2019/20: 497). The average number of seasonal employees was 292 (2019/20: 729). On a full-time equivalent basis this becomes 128 (2019/20: 261). The peak number of staff employed during the year was 1,100 (2019/20: 1,429). All employees are employed by the Trust and costs relating to commercial activities are charged to the subsidiary company.

Details of staff costs and emoluments for the year are as follows:

Group	2020/21			2019/20		
	Permanent Staff	Seasonal Staff	Total	Permanent Staff	Seasonal Staff	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Gross pay	16,520	4,084	20,604	15,974	6,167	22,141
Employers NI	1,560	185	1,745	1,627	257	1,884
Employers pension	788	51	839	793	65	858
Agency staff costs	-	-	-	15	-	15
Total	18,868	4,320	23,188	18,409	6,489	24,898

Trust	2020/21			2019/20		
	Permanent Staff	Seasonal Staff	Total	Permanent Staff	Seasonal Staff	Total
	£000s	£000s	£000s	£000s	£000s	£000s
Gross pay	16,520	4,084	20,604	15,974	6,167	22,141
Employers NI	1,560	185	1,745	1,627	257	1,884
Employers pension	788	51	839	793	65	858
Agency staff costs	-	-	-	15	0	15
Total Staff Costs	18,868	4,320	23,188	18,409	6,489	24,898
Less: Recharge to NTSE	(1,510)	(1,233)	(2,743)	(1,683)	(2,673)	(4,356)
Total	17,358	3,087	20,445	16,726	3,816	20,542

16.2 Total pension contributions paid during the year for the Group were £641k (2019/20: £655k) to the defined contribution scheme and £198k (2019/20: £203k) to the National Employment Savings Trust (NEST) scheme. Total contributions paid during the year for the Trust were £584k (2019/20: £592k) to the defined contribution scheme and £181k (2019/20: £184k) to the NEST scheme. Pension contributions are treated as an operating cost and allocated by employee activity.

16.3 In addition to its paid workforce the Trust also benefits from a committed group of volunteers who give their time to help at properties and in administrative offices, covering tasks ranging from visitor services to retail, events, gardening and learning through to environmental work like Ranger and footpath work.

During the year to 28 February 2021 these volunteers carried out a total of 22,400 hours (2019/20: 168,448 hours) of work which is a 87% decrease on the previous year. This decrease reflects the impact of COVID with the suspension of volunteering activity including Thistle Camps and Conservation Volunteering in March 2020. As lockdown restrictions lifted, volunteering activity only resumed where safe to do so. If translated at an indicative cost of £10 per hour (which is an average based on the wide range of skills utilised by volunteers in the organisation) then this effort equates to a value of £0.2m (2019/20: £1.7m).

The Trust depends heavily on its volunteers and could not operate without their ongoing support. We are extremely grateful to them all for the time and energy they devote to the Trust.

- 16.4 The Trust considers its key management personnel to be the Executive Committee (as shown on page 33) comprising the Chief Executive Officer, the Chief Financial Officer, the Chief Operating Officer and the Director of Customer & Cause. The employee benefits (exclusive of pension contribution) of key management personnel were £512k (2019/20: £502k). Pension contributions were £41k (2019/20: £39k) for these members of key management personnel.

The numbers of employees whose annual emoluments (including termination payments but excluding employer pension contributions) were above £60,000 are set out below:

	2021		2020	
	Number of Employees	Employers Pension Contribution	Number of Employees	Employers Pension Contribution
Between £60,000 and £69,999	9	£45,485	8	£41,944
Between £70,000 and £79,999	6	£27,071	5	£20,569
Between £80,000 and £89,999	6	£19,808	7	£29,530
Between £90,000 and £99,999	2	£17,833	1	£7,787
Between £100,000 and £109,999	2	£14,212	1	£110
Between £110,000 and £119,999	-	-	-	-
Between £120,000 and £129,999	1	£10,527	2	£21,958
Between £130,000 and £139,999	-	-	-	-
Between £140,000 and £149,999	-	-	-	-
Between £150,000 and £159,999	-	-	1	£17,142

- 16.5 Redundancy and termination payments of £2,028k (2019/20: £308k) were made or contractually committed to during the year and have been included in other expenditure (note 14). Redundancy costs are recognised in the year for employees who have received written notification within the financial year confirming their redundancy. There were no ex-gratia payments included in these amounts.

17. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2020/21		2019/20	
	Land & Buildings	Other Assets	Land & Buildings	Other Assets
	£000s	£000s	£000s	£000s
Within one year	356	57	228	57
Between one and five years	1,130	72	1,392	130
After five years	-	-	386	-
Total	1,486	129	2,006	187

During the year expenses incurred of £578k (2019/20: £414k) were made in respect of operating leases.

18. Auditor's remuneration

Remuneration for audit services for the year to 28 February 2021 was £81k (2019/20: £65k) for the Group and £66k (2019/20: £54k) for the Trust. £4k was paid to entities related to RSM UK Audit LLP for other compliance services (2019/20: £4k).

19. Non-audit services

In common with many other organisations of a similar size, entities related to the Trust's auditors prepare and submit corporation tax and other related returns to the tax authorities. They have also provided services in connection with museums and galleries tax relief and specialist VAT advice. In addition, RSM Risk Assurance Services LLP, a firm related to RSM UK Audit LLP, has been assisting the Trust to implement a Board Assurance Framework and Insight4GRC. Total fees for non-audit, one-off services at 28 February 2021 amounted to £18k (2019/20: £29k).

20. Tangible fixed assets

Group and Trust	Tangible Fixed Assets						Total
	Assets under Construction	Motor Vehicles	Buildings	Building Fit-Outs	Computer Equipment	Fixtures & Fittings	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Cost and Valuation							
as at 1 March 2020	221	2,734	24,482	15,766	4,181	6,408	53,792
Additions	1,029	-	-	-	-	6	1,035
Disposals	-	(130)	-	-	-	-	(130)
Transfers	(131)	-	-	122	-	9	-
At 28 February 2021	1,119	2,604	24,482	15,888	4,181	6,423	54,697
Cumulative Depreciation							
At 1 March 2020	-	2,487	7,670	7,742	4,169	4,112	26,180
Charge for the Period	-	150	816	1,098	11	357	2,432
Disposals	-	(130)	-	-	-	-	(130)
At 28 February 2021	-	2,507	8,486	8,840	4,180	4,469	28,482
Net Book Value at 28 February 2021	1,119	97	15,996	7,048	1	1,954	26,215
Net Book Value at 29 February 2020	221	247	16,812	8,024	12	2,296	27,612

The Trust had Capital Commitments of £1.2m against Assets at the financial year end (2019/20: £nil). These related to commitments on three key capital renovation projects which were in progress at the year-end – Gladstone's Land (£572k), Newhailes Stables Project (£174k), and House of Dun Project (£407k).

21. Heritage assets

21.1 At 28 February 2021 the Trust owned a variety of places for the access and benefit of the nation, including, properties, major gardens, historic burghs, countryside, island groups, national nature reserves, Munros and a Dual World Heritage Site.

These assets have been acquired since the formation of the Trust and many have been gifted or bequeathed to the Trust during that period. It is therefore not possible to give a total acquisition cost for the heritage portfolio nor would such a figure be meaningful.

The heritage assets owned by the Trust fall into two categories:

- 1) land and buildings, and
- 2) collections.

For the reasons explained in the accounting policy on heritage assets, neither of these categories are capitalised in the balance sheet, unless purchased.

Land and buildings

Land and buildings includes areas of countryside, islands, castles, museums, houses, farms, gardens and estates. The total insurance reinstatement value of our historic buildings is £1,277 million. (2019/20 £1,277 million). Note, the value is the same as last year as the Trusts insurance period runs from September to August and the later timing of last years Trustees report, combined with the earlier delivery of this year's Trustees report, has resulted in the valuation being reported in the same insurance year.

Collections

The museum collections are extensive and include furniture, paintings, porcelain, domestic items, decorative arts, costume and social history collections. Many of our properties also hold extensive library collections, and some have historic archives. The Trust also cares for its own corporate archive.

The Trust estimates that these collections contain around 300,000 individual items acquired at various points during its 89 year history. The bulk of the art, objects and books collections are on display in the properties run by the Trust, whilst the archives and some more delicate items are in storage. Examples of the significant collections held by the Trust include:

- The Beckford collection of exceptional small scale objets de vertu, silver and porcelain housed in Brodick Castle.
- The portrait collection, including works by Batoni, Romney, Gainsborough, Opie, Lawrence and Hoppner at Fyvie Castle. The castle also contains one of the largest private collections of Raeburns in the world as well as an equally impressive collection of fine furniture, tapestries, arms and armour.
- The Arms collection at Culzean Castle which includes one of the most important collections of 18th century and early 19th-century flintlock pistols in the world.
- The exceptional collection of 20th-century Scottish paintings given to the Trust by Douglas Hutchison in 1999 and which is currently hung in the Eisenhower Apartments at Culzean Castle.

The Trust maintains a database of a portion of these items which amounts to around 140,500 different entries approximately 8,400 of which are on loan to the Trust. The database holds a valuation figure for approximately 27,700 of the remaining 132,100 entries and the total of these valuations is referenced below.

21. Heritage assets (continued)

The valuations cover a broad time period with the earliest dating from the early 1960's and emanate from three separate sources:

- Professional valuations carried out on certain items under a rolling programme of insurance valuation. This programme ceased in 2005.
- Acquisition costs where items have been purchased separately.
- Insurance valuations undertaken for specific purposes (e.g. the loan of a painting to a gallery for display).

Given the age of the recorded valuations and the lack of valuations available for the majority of items the figure for collections is likely to be significantly understated. The cost of obtaining valuations for the 104,400 records that lack valuation is not thought to be commensurate with the benefit to users of these accounts. Based on the details currently held however the Trust estimates that the collections it holds have a total value in excess of £139 million. This figure remains the same as last financial year as there has been no active programme of valuing collections this year.

21.2 The value of Heritage Assets included in the Balance Sheet, and associated in year movements are set out in the table below:

Group and Trust	Heritage Assets	
	Property	Total
	£000s	£000s
Cost and Valuation		
As at 1 March 2020	271	271
Additions	-	-
At 28 February 2021	271	271

21.3 The Trust has acquired new items in accordance with its acquisition policy and also disposed of assets too. In the last 5 years the costs of acquisitions and values of disposals have been as follows:

	Acquisitions		Disposals	
	Land and Buildings	Collections	Land and Buildings	Collections
	£000s	£000s	£000s	£000s
2020/21	-	89	438	-
2019/20	121	-	2,174	-
2018/19	-	-	847	-
2017/18	150	-	434	-
2016/17	-	18	859	-

21. Heritage assets (continued)

21.4 The Trust has made the following disposals of heritage assets during the year:

	2020/21 £000s	2019/20 £000s
Land and Buildings		
Falkland Town House, Falkland	-	165
House of Dun, Dun Farm	-	2,000
Mote of Mark, Rockliffe	-	9
Sale of Old Faskally, Killiecrankie	165	-
The Glebe, Kilmelford (Arduaine)	138	-
Land at Kintail	113	-
Croft 9, Balmacara	1	-
Croft, Dubhaird	1	-
Hesperid	3	-
Haa of Aywick	17	-
Total Disposals of Heritage Assets	438	2,174

This represents the sales value less legal fees incurred in making the sale.

22. Intangible fixed assets

Group and Trust

Cost and Valuation

At 1 March 2020

Additions

Transfers

At 28 February 2021

Cumulative Amortisation

At 1 March 2020

Charge for the Period

At 28 February 2021

Net Book Value at 28 February 2021

Net Book Value at 29 February 2020

Web & Digital Development £000s	Assets under Development £000s	Total £000s
616	-	616
	100	100
-	-	-
616	100	716
249	-	249
154	-	154
403	-	403
213	100	313
367	-	367

23. Stock

	Group		Trust	
	2020/21	2019/20	2020/21	2019/20
	£000s	£000s	£000s	£000s
Retail stocks	1,566	1,579	-	-
Farm stocks	99	116	99	116
Total Stock	1,665	1,695	99	116

The value of stocks expensed during the year was £nil (2019/20: £8k). The value of stock written off during the year was £154k (2019/20: £84k).

24. Debtors

	Group		Trust	
	2020/21	2019/20	2020/21	2019/20
	£000s	£000s	£000s	£000s
Trade debtors	786	969	624	177
Other debtors including tax recoverable	6,686	4,968	6,679	4,965
Prepayments and accrued income	4,097	7,770	3,973	7,482
Amounts due from subsidiary undertakings	-	-	2,314	-
Total Debtors	11,569	13,707	13,590	12,624

The Group's trade debtors are stated net of specific provisions of £39k (2019/20: £227k) for debts where there is significant uncertainty over collection. In addition, £147k (2019/20: £9k) was written off during the year in respect of debtors where collection was not possible or was uneconomic.

The amounts due from the charity's subsidiary have been deemed to be fully recoverable based on the financial budgets and forecasts prepared.

25. Creditors

	Group		Trust	
	2020/21	2019/20	2020/21	2019/20
	£000s	£000s	£000s	£000s
Trade creditors	2,064	895	1,969	768
Other creditors	164	326	164	326
Taxation and social security	470	485	403	485
Accruals	2,965	4,483	2,728	2,930
Deferred income	1,674	1,589	1,235	1,170
Life members account	131	131	131	131
Amount owed to subsidiary undertakings	-	-	-	757
Creditors: amounts falling due within one year	7,468	7,909	6,630	6,567
Other creditors	18	21	18	21
Deferred income (see note 26)	942	255	905	221
Life members account	887	899	887	899
Creditors: amounts falling due after more than one year	1,847	1,175	1,810	1,141

25. Creditors (continued)

The Creditors: amounts falling due after more than one year are further analysed as follows:

	Group		Trust	
	2020/21 £000s	2019/20 £000s	2020/21 £000s	2019/20 £000s
Between one and two years				
Life members account	123	123	123	123
Other creditors	18	21	18	21
Deferred income	84	82	47	48
Between two and five years				
Life members account	321	320	321	320
Deferred income	289	141	289	141
Between five and fifteen years				
Life members account	443	456	443	456
Deferred Income	569	32	569	32
Total	1,847	1,175	1,810	1,141

26. Deferred income

26.1 Deferred income, for the purpose of this note, is calculated as follows:

	Group		Trust	
	2020/21 £000s	2019/20 £000s	2020/21 £000s	2019/20 £000s
Creditors : Amounts falling due within one year				
Deferred income	1,674	1,589	1,235	1,170
Life members account	131	131	131	131
Creditors : Amounts falling after more than one year				
Deferred income	942	255	905	221
Life members account	887	899	887	899
Total Deferred Income	3,634	2,874	3,158	2,421

Membership income is deferred and released to the Consolidated Statement of Financial Activities (SoFA) over the period to which the membership relates. Other deferred income relates to holiday cottages, functions and wayleaves.

26.2 The movements in Deferred Income can be analysed as follows, noting that Membership for the purpose of this table is the combination of deferred annual membership income and the Life members account income:

Group & Trust	Deferred Income					
	Membership Income		Other Income		Total	
	Group £000s	Trust £000s	Group £000s	Trust £000s	Group £000s	Trust £000s
As at 1 March 2020	2,122	2,122	752	299	2,874	2,421
Amounts released during the year	(532)	(532)	(2,145)	(1,196)	(2,677)	(1,728)
Amounts deferred during the year	519	519	2,918	1,946	3,437	2,465
As at 28 February 2021	2,109	2,109	1,525	1,049	3,634	3,158

27. Provision for Liabilities

The following table provides an analysis of the Provisions for Liabilities:

Group and Trust	Total £000s
<i>Provision for Liabilities</i>	
At 1 March 2020	-
Additional provision in year	1,120
Unwinding of discount	-
Increase due to change in discount rate	-
	<hr/>
At 28 February 2021	1,120
	<hr/>

The provision above has been recognised in accordance with the Trust's accounting policy for the provision of liabilities (page 54). The provision is for obligations relating to the Trust's Edinburgh headquarters at Hermiston Quay which arise from a full repairing and insuring lease which commenced in April 2010. Under the lease the Trust has obligations for (a) the repairing of any damage requiring repair, maintenance, re-instatement, decoration or cleaning irrespective of cause and (b) to keep all lighting, heating, ventilation, drainage system, water supply, gas, firefighting equipment and other machinery provided by the landlord to be in good working order/repair.

An external surveyor, TFT, was engaged to undertake an assessment of the dilapidations assessment and they provided a comprehensive report detailing the cost of these obligations and it is this information that has been used as the basis of the estimated obligation liability. The assessment of the total dilapidations' liability was £1.1 million.

As the lease dilapidations' liability is affected by the length of the lease, the obligation has been calculated based on the assumption that the Trust will be a tenant of the property until at least the first break clause in 2025. The value of the obligation included in the provision created in 2020/21 is based on assumes that the total dilapidations liability being accrued smoothly throughout the period of the lease, and therefore for the period to 28 February 2021, eleven fifteenths of obligation has been included in Other Expenditure based on an assumed lease period of fifteen years.

The exact amount of the obligation will be influenced by the outcome of any negotiations with the landlord, which will be informed by the ongoing use and any adjustments to the office building, and the changes in construction costs and associated inflation as well as negotiations with landlord.

28. Analysis of net assets among funds

Group fund balances at 28 February 2021 are represented by:

Group	Unrestricted Funds		Restricted Funds		Total
	General Income Funds	Designated Funds	Restricted Funds	Endowment Funds	
	£000s	£000s	£000s	£000s	£000s
Fixed Assets	-	26,799	-	-	26,799
Investments	33,566	-	80,708	79,992	194,266
Net current assets	26,228	-	2,503	2	28,733
Creditors due after more than one year	(1,847)	-	-	-	(1,847)
Provision for Liabilities	(1,120)	-	-	-	(1,120)
At 28 February 2021	56,827	26,799	83,211	79,994	246,831
<i>Fixed Assets</i>	-	28,250	-	-	28,250
<i>Investments</i>	32,169	5,427	68,888	86,352	192,836
<i>Net current assets</i>	19,624	11	2,876	3	22,514
<i>Creditors due after more than one year</i>	(1,175)	-	-	-	(1,175)
<i>Provision for Liabilities</i>	-	-	-	-	-
At 29 February 2020	50,618	33,688	71,764	86,355	242,425

Trust fund balances at 28 February 2021 are represented by:

Trust	Unrestricted Funds		Restricted Funds		Total
	General Income Funds	Designated Funds	Restricted Funds	Endowment Funds	
	£000s	£000s	£000s	£000s	£000s
Fixed assets	-	26,799	-	-	26,799
Investments	33,566	-	80,708	79,992	194,266
Net current assets	27,136	-	2,503	2	29,641
Creditors due after more than one year	(1,810)	-	-	-	(1,810)
Provision for Liabilities	(1,120)	-	-	-	(1,120)
At 28 February 2021	57,772	26,799	83,211	79,994	247,776
<i>Fixed assets</i>	-	28,250	-	-	28,250
<i>Investments</i>	32,169	5,427	68,888	86,352	192,836
<i>Net current assets</i>	18,239	11	2,876	3	21,129
<i>Creditors due after more than one year</i>	(1,141)	-	-	-	(1,141)
<i>Provision for Liabilities</i>	-	-	-	-	-
At 29 February 2020	49,267	33,688	71,764	86,355	241,074

29. Endowment funds

The following endowment funds individually exceed 5% of the total of such funds as at 28 February 2021:

Group & Trust	2019/20	Resources Expended	Changes in Fair Value	Transfers	2020/21
Fund	£000s	£000s	£000s	£000s	£000s
Mar Lodge Estate	17,052	(38)	(1,218)	-	15,796
Newhailes	8,729	(19)	(623)	-	8,087
Threave	5,059	(11)	(362)	-	4,686
Fyvie Castle	4,358	(10)	(311)	-	4,037
Other funds	51,157	(113)	(3,656)	-	47,388
At 28 February	86,355	(191)	(6,170)	-	79,994

Group & Trust	2018/19	Resources Expended	Changes in Fair Value	Transfers	2019/20
Fund	£000s	£000s	£000s	£000s	£000s
Mar Lodge Estate	17,947	(42)	(853)	-	17,052
Newhailes	9,186	(22)	(435)	-	8,729
Threave	5,325	(13)	(253)	-	5,059
Fyvie Castle	4,586	(11)	(217)	-	4,358
Other funds	53,767	(127)	(2,558)	75	51,157
At 29 February	90,811	(215)	(4,316)	75	86,355

The income from these funds is used to support the named properties. Details of the transfers are shown in Note 32.

30. Other restricted funds

The Trust has over 230 specifically restricted funds of which the following restricted funds individually exceed 5% of the total of such funds as at 28 February 2021:

Group & Trust	2019/20	Incoming Resources	Resources Expended	Changes in Fair Value	Transfers	2020/21
Fund	£000s	£000s	£000s	£000s	£000s	£000s
The Fawcitt Fund	3,949	85	(13)	358	-	4,379
Alexander Bequest	4,200	91	(20)	381	-	4,652
Unna Bequest	3,265	94	(14)	394	1,077	4,816
Property funds	26,166	4,435	(526)	2,373	(116)	32,332
Other funds	34,184	5,999	(4,160)	2,991	(1,982)	37,032
At 28 February	71,764	10,704	(4,733)	6,497	(1,021)	83,211

30. Other restricted funds (continued)

Group & Trust	2018/19	Incoming Resources	Resources Expended	Changes in Fair Value	Transfers	2019/20
Fund	£000s	£000s	£000s	£000s	£000s	£000s
The Fawcitt Fund	3,557	107	(12)	297	-	3,949
Alexander Bequest	3,955	119	(204)	330	-	4,200
Unna Bequest	2,942	88	(10)	245	-	3,265
Property funds	26,697	5,973	(6,504)	2,209	(2,209)	26,166
Other funds	32,889	3,639	(4,357)	2,677	(664)	34,184
At 29 February	70,040	9,926	(11,087)	5,758	(2,873)	71,764

The **Fawcitt Fund** is “for the provision and support of properties of great natural beauty in Scotland to be preserved for the nation in precious memory of Norman and Ethel Fawcitt.”

The **Alexander Bequest** is “to be used for the acquisition, curatorship, and management of the National Trust for Scotland’s collections.”

The **Unna Bequest** is “to provide funds to fulfil the eleven purposes as set out in the will for countryside properties”. The merging of the income and the capital restricted funds for simplifying their management has resulted in this fund becoming greater than 5% of the total other restricted funds.

The Property funds comprises 92 property specific restricted funds and includes the income generated from any property specific endowment fund.

Details of the transfers are shown in Note 32. It is anticipated that these funds will be utilised by the Trust as part of the programme of investment to its Strategy.

31. Designated funds

The following designated funds individually exceed 5% of the total of such funds as at 28 February 2021:

Group & Trust	2019/20	Incoming Resources	Resources Expended	Changes in Fair Value	Transfers	2020/21
Fund	£000s	£000s	£000s	£000s	£000s	£000s
Fixed Asset Reserve	28,250	-	(2,586)	-	1,135	26,799
St Kilda Sinking Fund	1,935	-	-	-	(1,935)	-
Other funds	3,503	-	-	-	(3,503)	-
At 28 February	33,688	-	(2,586)	-	(4,303)	26,799

Group & Trust	2018/19	Incoming Resources	Resources Expended	Changes in Fair Value	Transfers	2019/20
Fund	£000s	£000s	£000s	£000s	£000s	£000s
Fixed Asset Reserve	27,456	-	(2,781)	-	3,575	28,250
St Kilda Sinking Fund	1,858	54	(4)	27	-	1,935
Other funds	3,303	97	(3)	47	59	3,503
At 29 February	32,617	151	(2,788)	74	3,634	33,688

The Fixed Asset fund relates to assets that have been capitalised and are included in Notes 20 - 22. Movements on the fund reflect additions, disposals and depreciation charged during the year. Details of the transfers are shown in Note 32.

32. Transfer between funds

The following table summarises the transfers between classes of funds:

Group & Trust	Unrestricted Funds		Restricted Funds		Total
	General Funds	Designated Funds	Restricted Funds	Endowment Funds	
	£000s	£000s	£000s	£000s	
Capitalisation of Project Expenditure	(176)	1,133	(957)	-	-
Release of designated Funds	5,436	(5,436)	-	-	-
Other Transfers between funds	64	-	(64)	-	-
Net Transfers at 28 February 2021	5,324	(4,303)	(1,021)	-	-
Net Transfers at 29 February 2020	(836)	3,634	(2,873)	75	-

During 2020/21 the key reasons for transferring between classes of funds were:

- i) Capitalised expenditure which is transferred to the Fixed Assets Designated Fund,
- ii) The release of designated funds to the general funds. The Trust approved the release of the designation on 5 funds, including the St Kilda Sinking Fund in July 2020, which had a balance of £5,436k at the time of their release.
- iii) Other transfers relate to the transfer of prior year expenditure which should have been charged to a restricted fund.

33. Financial instruments

The carrying amount of the Group's financial instruments at 28 February 2021 were:

	Group		Trust	
	2020/21 £000s	2019/20 £000s	2020/21 £000s	2019/20 £000s
Financial Assets:				
Debt instruments measured at amortised cost	10,888	12,794	12,908	11,715
Equity instruments measured at fair value	189,871	188,007	189,871	188,007
Total Financial Assets at 28 February	200,759	200,801	202,779	199,722
Financial Liabilities:				
Measured at amortised cost	5,157	5,541	4,846	4,682
Total Financial Liabilities at 28 February	5,157	5,541	4,846	4,682

34. Reconciliation of net movement in funds to net cashflow from operating activities

	Group		Trust	
	2020/21	2019/20	2020/21	2019/20
	£000s	£000s	£000s	£000s
Net income/(expenditure) before gains and losses on investment assets	117	1,434	2,413	814
Add back depreciation	2,577	2,783	2,577	2,783
Deduct net gain on disposal of assets	(458)	(2,189)	(458)	(2,189)
Deduct returns from investments (within investing activities)	(6,072)	(8,338)	(7,418)	(9,071)
(Increase)/ decrease in stock	30	(213)	17	8
(Increase)/ decrease in debtors	2,138	(5,292)	(966)	(2,418)
Increase/(decrease) in creditors	240	(3,812)	741	(3,901)
Increase/(decrease) in provision for liabilities	1,120	-	1,120	-
Net cash used in operating activities	(308)	(15,627)	(1,974)	(13,974)

35. Analysis of cash and cash equivalents and net debt

The following table provides an analysis of cash and cash equivalents:

	Group		Trust	
	2020/21	2019/20	2020/21	2019/20
	£000s	£000s	£000s	£000s
Cash in hand	22,967	15,021	22,582	14,956
Overdraft facility repayable on demand	-	-	-	-
Total cash and cash equivalents	22,967	15,021	22,582	14,956

The following table provides a breakdown of net debt:

Group	As at 1 March 2020 £000s	Cashflows £000s	Fair Value Movements £000s	As at 28 February 2021 £000s
Cash	15,021	7,946	-	22,967
Overdraft facility repayable on demand	-	-	-	-
Loans	-	-	-	-
Total Net Debt	15,021	7,946	-	22,967
Trust	As at 1 March 2020 £000s	Cashflows £000s	Fair Value Movements £000s	As at 28 February 2021 £000s
Cash	14,956	7,626	-	22,582
Overdraft facility repayable on demand	-	-	-	-
Loans	-	-	-	-
Total Net Debt	14,956	7,626	-	22,582

36. Related party transactions

The Trust has considered the disclosure requirements of the Statement of Recommended Practice – Reporting & Accounting by Charities (SORP FRS102) and of FRS 102. The Trust believes that the following related party transactions require disclosure:

All Trustees are members of the Trust and total donations without conditions made by Trustees to the Trust during the year were £4.2k (2019/20: £6.5k). There are no outstanding amounts due.

In 2020/21 the following transactions took place between the Trust and Enterprises, its wholly owned subsidiary:

- The provision of management services by the Trust covering payroll, finance, back office support, legal and managerial support of £400k (2019/20: £694k).
- The provision of catering, retail, fixture and fittings and ICT assets by the Trust to allow the subsidiary to run its shops, cafes and holiday cottages of £275k (2019/20: £256k).
- The payment of gift aid of £1,346k from Enterprises to the Trust being Enterprises taxable profit for the financial year 2019/20.

The Trust provides a treasury function for Enterprises and as at 28 February 2021 an amount of £2,314k was due to the Trust from Enterprises for transactions paid by the Trust through this function. In 2019/20, £757k was due to Enterprises from the Trust at the reporting date.

The Chief Executive of the National Trust for Scotland is ex officio a member of the Board of the National Trust for Scotland USA Foundation. During the year the National Trust for Scotland USA Foundation made donations to the National Trust for Scotland of £268k.

The above transactions are on an arms-length basis with no unusual terms/conditions and no guarantees.

37. Contingent Assets

The Trust has been notified that it is a beneficiary to a number of residuary legacies which have not yet been recognised as within the Financial Statements. The Trust's accounting policy for legacies (page 49) states that a legacy can only be recognised when entitlement is evidenced, receipt of funds is probable, and it is possible to estimate the fair value of the legacy income receivable. Once all three criteria are met the Trust will recognise this legacy income in the financial statements. For many of the notified residuary legacies it is the inability to estimate the legacy income receivable that prevents the income being recognised.

38. Post Balance Sheet Events

Given the ongoing restrictions due to the COVID pandemic the planned opening of properties at the start of the season on 1st March was prevented in line with Scottish Government guidance. We have re-opened most of our built heritage properties on April 30th. Also delayed was the completion and opening of key properties following major capital investment and extensive renovation. These include Gladstone's Land and Newhailes, which opened to visitors through May, and House of Dun which is expected to be completed in June 2021.

In April 2021, as part of the Trust's ongoing realignment of its Investment and Treasury strategies the Trust has sold its holding in the Martin Currie Global Long-Term Unconstrained Equity Fund realising £14.5m. It has reinvested half the proceeds into the Rathbone Income Fund and half in a much lower risk fund, the Rathbones High Quality Bond Fund. The bond fund is a very low risk, short-dated bond fund which yields approximately 2%.

Reference and Administrative Details

Head Office

Hermiston Quay
5 Cultins Road
Edinburgh
EH11 4DF

Investment Managers

Martin Currie Investment Management
Saltire Court
20 Castle Terrace
EDINBURGH
EH1 2ES (resigned 30 April 2020)

Independent External Auditors

RSM UK Audit LLP
First Floor, Quay
139 Fountainbridge
Edinburgh
EH3 9QG

Rathbone Investment Management
28 St Andrew Square
Edinburgh
EH2 1AF (appointed 30 April 2020)

Internal Auditors

Grant Thornton UK LLP
7 Exchange Crescent
Conference Square
Edinburgh
EH3 8AN

Bankers

The Royal Bank of Scotland plc
West End Office
142/144 Princes Street
Edinburgh
EH2 4EQ

Trustees on the Board at the date of signing are:

Sir Mark Jones	Chairman
David Mitchell	Deputy Chair
Jayne MacLennan	Deputy Chair
Dr James Fenton	
David Caldwell	
Wendy Corrigan	
Steve Langmead	

David Leslie
Penny Martin
Stephen Mitchell
Professor Murray Pittock
Michael Spence
Ian Turnbull

Executive Officers at the date of signing are:

Philip Long	Chief Executive
Katerina Brown	Chief Financial Officer
Mark Bishop	Director of Customer & Cause