



A company limited by guarantee registered in Scotland

Annual report and financial statements

Year ended 31 March 2018

Scottish charity number SC005792

Company number SC040247

Report of the trustees for the year ended 31 March 2018

The trustees are pleased to present their annual directors' report together with the consolidated financial statements of the charity and its subsidiary, Natural Capital Scotland Limited, for the year ended 31 March 2018. These are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Companies Act 2006 and the Trust's Memorandum and Articles of Association. These also comply with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The Achievements and Performance of the Scottish Wildlife Trust are appended to the annual report and financial statements (pages 60 – 80).

Message from the Chair

Welcome to the Annual Report and accounts for the Scottish Wildlife Trust. The report gives details of the work of the Trust over the financial year 1 April 2017 to 31 March 2018. It is an impressive account of a remarkable organisation, thanks to the work and support of our members, volunteers and staff.

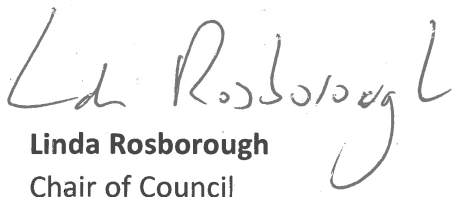
I was delighted to be appointed Chair of the Scottish Wildlife Trust, following a competitive process, at the AGM in September 2017. Since my appointment I have been impressed by the high calibre and commitment of all those involved with the Trust and the impact that we are having throughout Scotland and beyond.

In June 2017 for example, we published our costed vision for land stewardship for Scotland - showing how we could transform our approach to rural management, protecting wildlife while also supporting the rural economy. Another example is our successful World Forum on Natural Capital in November 2017 which has had global reach and impact, setting an alternative agenda for relationships with the environment.

We have paid just as much attention to local issues, continuing to champion beaver reintroduction, safeguarding red squirrels, and making fantastic nature opportunities available to people at our reserves and visitors centres across Scotland. The work of our 19 local groups provides people with an opportunity to engage with the nature on their door steps, thanks to the dedication of our volunteers locally.

To continue to grow and develop, we have carried out two reviews of our organisation. Firstly a strategic review of wildlife reserves centred around six work streams. The review Steering Group considered detailed evidence sets and the review resulted in a number of findings and recommendations to further facilitate delivery of the Trust's vision. We also reviewed our engagement with volunteers and now want to provide more opportunities for young volunteers and broaden the experience of those involved. More recently we have reviewed the constitution of the Scottish Wildlife Trust, which was originally produced in the 1960s and needs updating to bring it into line with modern requirements and accepted external standards. This will be considered at the 2018 AGM.

Thank you to everyone who has supported the Trust. This includes members, volunteers, staff, donors, legators, charitable trusts and corporate and public bodies who have given wonderful generosity, dedication and support. Scotland needs confident, well-informed voices who will speak up for nature and the environment and your support is valued and welcomed.



Linda Rosborough
Chair of Council

Chief Executive's report

The first year implementing our new five-year plan was a great success and all our staff, volunteers and trustees should be rightly proud of our achievements during 2017-18. Membership of the Trust continues to grow as does our reputation as a trusted and innovative organisation. The strong foundations our membership base provides is helping us achieve more for both people and wildlife across Scotland. Whilst declining financial contributions from Scottish Natural Heritage will undoubtedly present a challenge for both the Trust and other environmental NGOs in the coming years, our support from players of People's Postcode Lottery and our relationship with key funders, including the Esmée Fairbairn Foundation and the Heritage Lottery Fund, remain strong.

One of the strengths of the Trust is that we are a genuine pioneer in the conservation world – constantly developing new solutions to the multiple environmental challenges we face. Some of this involves introducing new ideas which, in time, will become accepted practice. For example, in just one generation the Trust has helped transform the way peatlands are viewed. Most recently our advocacy on peatlands has been through hosting the influential IUCN (International Union for Conservation of Nature) peatland programme within the Trust. Once considered wastelands only good for burning, grazing, draining, cutting and afforestation, our peatlands are now seen as vital carbon storage, water and biodiversity assets for Scotland, into whose restoration the Scottish Government is investing millions of pounds.

The growing awareness of the importance of peatlands is a good start, but we now need to roll this out to many other threatened habitats on land and sea. In the last year, we have advocated for sustainable approaches to deer management, reform of agricultural support, changes to polluting salmon farming, decommissioning of oil and gas infrastructure, green urban design and upland management. Our policies introduce new concepts and encourage new thinking, but they are also very practical documents setting out in detail what needs to change and how public money could be better spent on building stocks of natural capital, rather than depleting them for short-term financial gain. This was a key message to emerge from the third World Forum on Natural Capital in November 2017, organised by the Trust with a range of international partners, at which over 700 delegates gathered from around the globe to accelerate progress towards an economic system that incorporates impacts and dependencies on nature.

The Trust has always backed up its calls for action by delivering inspiring projects and practical conservation. During 2017-18 our Living Landscape programmes progressed from concept to reality and it is exciting to see real changes on the ground happening in Cumbernauld, Edinburgh and Coigach & Assynt, as well as on our two big west coast reserves at Rahoy Hills and Largiebaan. Similarly, as we take forward the recommendations of two strategic reviews in the past year – one on wildlife reserves and the other on volunteering - we will be able to achieve more for wildlife and more for people in line with the ambitions set out in our five-year plan. Our visitor centres and education work will also play a crucial role in realising these goals.

The year was also a busy one for species conservation. The Saving Scotland's Red Squirrels project reported the recovery of red squirrels in several of the strategic locations the project team have been working; the small colony of beavers at Knapdale received a much needed boost with the arrival of new animals; and mountain hares hit the news - on several occasions - with the Trust joining others to call for a moratorium on indiscriminate culling until we understand the long-term impacts of such practices. We also contributed to the partnership seeking to restore Scottish wildcat populations in priority areas and continued to seek consensus with a broad range of stakeholders on the idea of lynx reintroduction.

Sadly, the spectre of another golf course on the triple-designated dunes, and formerly part of a Trust reserve, at Coul Links is a stark reminder that even designated sites are not safe and still need the Trust to fight for their protection. We joined with other conservation bodies and the local 'Not Coul' campaign to oppose this proposal which would have dire consequences for the rare dune wetlands, coastal juniper scrub and a myriad of plants and animals that make Coul Links their home.

Another, still evolving, threat to wildlife and the wider environment is Brexit. Our focus in the last year was on making the case to the Scottish Government on retaining existing EU laws which apply in Scotland and keeping up with changes to these as if we were a member of the EU in the coming years. EU laws tend to be stronger than domestic ones as they are based on achieving measurable outcomes. This means that they contain clear targets for water quality improvement, for marine health or for the ecological condition of habitats and species. Losing these would be a major blow to the chances of the Trust achieving its vision for healthy, resilient ecosystems across Scotland. The good news is the Government shares our concerns and seem to be aligned with our views on the importance of staying close to EU environmental directives and principles.

This is just a flavour of some of the positive impact the Trust has had in 2017-18. There is considerably more detail within the Annual report and financial statements and I hope you will find some time to read through our achievements. Once again, a huge thanks for everyone involved in another successful year for the Trust.



Jonathan Hughes
Chief Executive

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Independent auditor's report to the Scottish Wildlife Trust

Opinion

We have audited the financial statements of Scottish Wildlife Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2018 which comprise Consolidated statement of financial activities, Charity statement of financial activities, Consolidated and charity balance sheet, Statement of cash flows and consolidated statement of cashflows and the notes to the financial statements, including a summary of 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 the parent charitable company's affairs as at 31 March 2018; and of the group's and the parent charitable company's incoming resources and application of resources, including their income and expenditure, 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 Companies Act 2006, 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 under the Companies Act 2006 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 parent charitable company 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Independent auditor's report to the Scottish Wildlife Trust (continued)

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report other than the financial statements and our auditor's report thereon. 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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

Opinions on other matter prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report and the incorporated Strategic Report prepared for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report and the incorporated Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report and the incorporated Strategic Report.

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

- the parent charitable company has not kept sufficient, proper and adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; 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 31 the trustees (who are also the directors of the charitable company for the purposes of company law) 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.

Independent auditor's report to the Scottish Wildlife Trust (continued)

In preparing the financial statements, the trustees are responsible for assessing the group's and parent charitable company'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 parent charitable company 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.

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 is made exclusively to the members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, 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 members and the charitable company'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 charitable company, its members as a body, and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Kelly Adams CA MA (Hons) (Senior Statutory Auditor)
For and on behalf of RSM UK Audit LLP, Statutory Auditor
Chartered Accountants
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69 Wellington Street
Glasgow
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Date21/7/19.....

Structure, governance and management

Governing document

The Scottish Wildlife Trust was incorporated on 14 April 1964 as a company limited by guarantee and without a share capital (number SC040247). The company is a recognised Scottish Charity (number SC005792) and is governed by a Memorandum and Articles of Association¹ as amended by Special Resolutions passed on 13 November 1982, 6 October 2001, 23 June 2007, 19 September 2015 and 23 September 2017. The Trust is registered as a charity with the Office of the Scottish Charity Regulator (OSCR). Its Scottish charity number is SC005792.

There are currently 22,648 memberships (2017: 22,496) and 40,984 members (2017: 40,812).

Appointment of trustees

The Trust is governed by a Council of a maximum of 14 Trustees and a Chair.

New members of Council are nominated from the membership and elected at the Annual General Meeting (AGM). A postal vote of members is conducted if there are more candidates than vacancies. Trustees have the power to co-opt further members to fill specialist roles.

All members are invited to nominate trustees for election to Council at the AGM. When considering co-opting trustees, Council has regard to the requirement for any specialist skills needed, as well as the geographical spread of Council membership.

All Trustees are registered at Companies House as directors of the Scottish Wildlife Trust. Trustees must retire for a minimum of one year following two three-year periods on Council.

The Chair of the trustees is elected by Council.

Trustee induction and training

New trustees undergo an orientation day to brief them on their responsibilities including charity and legal obligations, constitutional and policy matters. Trustees are given an introduction to the aims and objectives of the Trust as set out in the Five-Year Plan, as well as briefings on operational planning and financial management. During induction, new trustees meet key employees and other Council members.

Council is kept updated on matters of strategic importance to the Trust through a combination of formal papers and verbal briefings. There is a rolling programme of presentations by staff which gives the opportunity for trustees to consider key aspects of the business in more detail.

Trustees are also encouraged to attend appropriate training events where these will facilitate the undertaking of their role.

¹ http://scottishwildlifetrust.org.uk/docs/002_001_general_MemorandumOfAssoc07_1250595044.pdf
<https://scottishwildlifetrust.org.uk/wp-content/uploads/2016/12/Articles-of-Association.pdf>

Organisation

The Council normally meets quarterly to oversee the business, with additional meetings held periodically to consider other matters including forward planning.

Council is supported by three committees, none of which have delegated decision-making powers. These are:

- Conservation Committee - which advises Council on natural heritage conservation matters including wildlife reserves, the wider countryside, biodiversity and the development of national policy, advocacy and campaigns.
- Finance and Audit Committee - whose main role is to advise Council on finance and resources related matters including audit, financial planning & management, human resources management, and risk management and internal controls in relation to finance and resources.
- Nominations Committee - which advises Council on Chair, trustee and Chief Executive appointments and constitutional matters.

Working groups are formed from time to time to perform deep dives. Where this occurs the group is usually convened for a defined period, has a clear Terms of Reference and membership comprises a combination of staff and trustees.

The Chief Executive is appointed by trustees to manage the day-to-day operations of the charity. The Chief Executive has delegated authority for operational matters including the development and delivery of the Annual Operational Plan.

The Chief Executive is assisted in this task by the three departmental directors of Conservation, Finance and Resources, and Public Affairs.

The support of volunteers is essential to the effective operation of the Trust. Volunteers are engaged in most Trust-related activities, including governance, local groups, committees, reserve management, Wildlife Watch groups, surveying and recording, visitor centres, species protection programmes and administration.

Related parties and co-operations with other organisations

None of the trustees receives remuneration or other financial benefit from their work with the charity. Any connection between a trustee or senior manager of the charity and a related party must be disclosed to the Council. In the current year no such related party transactions were reported.

The Trust has a wholly owned subsidiary company, Natural Capital Scotland Limited, a company limited by shares registered in Scotland (SC424744). The main business of Natural Capital Scotland Limited has been to deliver the World Forum on Natural Capital, however the subsidiary company has been dormant since November 2017.

Pay policy for senior staff

The Council, as trustees, and the senior management team comprise the key management personnel in charge of directing and controlling, running and operating the Trust on a day-to-day basis.

Council members give their time freely and no director received remuneration in the year. Details of directors' expenses and related party transactions are disclosed in note 11 to the accounts.

The pay of senior staff, in common with other staff, is reviewed annually with reference to published average earnings indices and affordability.

Remuneration is set taking into consideration an evaluation of job role scope, breadth, knowledge and skills required and qualification and experience required. Pay is benchmarked against pay levels across the Trust and in other organisations of similar size, nature and location.

OBJECTIVES AND ACTIVITIES

Our purpose and activities

The Scottish Wildlife Trust was established to advance the conservation of Scotland's biodiversity for the benefit of present and future generations. It delivers a breadth of activities across Scotland, working in partnership and collaboration with well over 120 different organisations.

At the heart of its work, the Trust manages 119 wildlife reserves, encompassing 19,000 hectares, and spanning the breadth of Scotland - from Orkney's Hill of White Hamars in the north, to Carsegowan Moss in the south, and from the Isle of Eigg in the west, to Longhaven Cliffs on the Aberdeenshire coast.

The Trust's reserves are wonderful places to visit and encompass a diversity of habitats which support a wide range of wildlife. These reserves contribute to the Trust's continuing work towards wider landscape-scale initiatives such as achieving a national ecological network across Scotland.

Visitor centres in Montrose, Dunkeld, New Lanark and Grangemouth provide a gateway to wildlife for people of all ages. Younger audiences are enthused by activities such as wildlife tracking, den-building and pond-dipping, led by dedicated staff and volunteers. Wildlife-enthusiasts are able to follow the exploits of breeding ospreys; enjoy the dusk and dawn spectacle of around 80,000 overwintering pink-footed geese gathering to roost; and watch badgers pottering around their setts.

Each and every volunteer helps to broaden the impact of the Trust's work. From individual office workers and the small group of European volunteers, to the Trust's valued and dedicated army of local Groups who deliver practical conservation, organise events and get involved in defending locally-sensitive sites through planning work.

The Trust's environmental education work continues through a network of Wildlife Watch groups. Wildlife Watch leaders regularly engage with families to create memorable wildlife experiences and to teach the next generation about the importance of stewarding Scotland's natural assets.

The Trust continues to be a thought leader at the very highest levels, evidenced by the development of a new Scottish Land Stewardship Policy blueprint as the UK faces uncertainty following the Brexit vote. This sits alongside a growing suite of well-researched and considered policy positions on a range of environmental issues as the Trust continues to build relationships and partnerships to bring about long-term benefits for biodiversity.

Pioneering work on natural capital continues through the Trust's leading role on the Scottish Forum on Natural Capital, and its organisation of the third World Forum on Natural Capital (through its trading subsidiary, Natural Capital Scotland Ltd), which was held on 27 and 28 November 2017 in Edinburgh.

The Trust continues to work in partnership to find ways to protect, restore and enhance the natural world whilst advocating its importance to decision-makers.

Our vision and objectives

The Trust's 25-Year Vision - *Natural Connections – A vision for rebuilding Scotland's wildlife* - provided a contemporary perspective on nature conservation by advocating the restoration of biodiversity at an ecosystem-scale. The publication outlined what the Trust believes needs to happen for wildlife over 25 years and how it intends to lead action to make the vision happen. It was a vision that placed the Trust in the vanguard of conservation thinking and practice in Scotland.

At the heart of the vision is an integrated approach which calls on Government, the voluntary and the private sectors and the people of Scotland to work together for nature's recovery. That requires a strategic and spatial approach to planning and management of key threats to biodiversity in Scotland, along with an acceptance that natural processes should be the main driver for determining the development of wildlife communities. The vision provides the context for the Trust's Five-Year Plans.

The Trust's Five-Year Plan for 2017-2022, sets out four strategic goals (below) and is available to view on the Trust's website.

Healthy Ecosystems

- Landscape-scale approaches to the protection and restoration of nature are widely adopted
- Fragmented wildlife habitats are more connected and resilient

Protected Places

- Our wildlife reserves are delivering multiple benefits for wildlife and people
- Critical habitats are safeguarded and restored

Thriving Species

- The decline of key priority species has been reversed
- There is increased support for the return of keystone species to Scotland

A Scotland that Values and Benefits from Nature

- People are more connected to nature and are increasingly championing its benefits
- The value of nature is understood by the public and private sectors and given prominence in decisions

Delivery of the strategic goals is supported by Strong Foundations

- Staff and volunteers continue to be motivated, skilled and highly effective
- Our organisational capacity and resilience have increased
- We have a knowledge and evidence base that is highly respected and well used

The activities identified to deliver these objectives are set out in the Annual Operational Plan which is approved by Council each year. Achievements and performance in relation to the in-year objectives are reported at the end of the Annual Report and Financial Statements.

The Trust continues to achieve its goals in the following ways:

- Champion the ecological, moral, social and economic reasons to protect and restore nature.
- Demonstrate best practice in practical conservation and the creation of Living Landscapes and Living Seas.
- Inspire people to experience, learn about and care for wildlife and wild places.

Our partnerships

The Trust is a member of The Wildlife Trusts (TWT) movement, which comprises the UK's 46 Wildlife Trusts, and is a corporate member of the Royal Society of Wildlife Trusts.

The Trust established a concordat agreement (Framework Agreement) with Scottish Natural Heritage in 1997 in order to deliver the mutual objectives of both organisations and thus to benefit Scotland's natural heritage.

The Trust works in partnership with over 120 organisations, including membership of Scottish Environment LINK, an umbrella organisation of environmental charities in Scotland. Some of the Trust's parliamentary and political work is delivered through joint working under the LINK banner. The Trust also works closely with IUCN (International Union for Conservation of Nature) at UK, European and international levels to influence conservation policy and to exchange knowledge on cutting edge conservation initiatives, tools, approaches and policies.

The Trust works with a variety of other project partners including: Aberdeen City Council; Akengale Wind Farm; Assynt Field Club; Assynt Foundation; Baillie Gifford; Buglife; Butterfly Conservation Scotland; Cairngorms National Park Authority; Calachem; Central Scotland Green Network; Centre for Ecology and Hydrology; City of Edinburgh Council; Coigach Community Development Company; Coigach Salmon Fisheries; Crown Estate Scotland; Culag Community Woodland Trust; Department for Environment, Food and Rural Affairs; Department of the Environment Northern Ireland; Dundee City Council; Dundonald Links Golf Course; Eadha Enterprises; Edinburgh and Lothians Greenspace Trust; Eisg Brachaidh; Environment Agency; Forest Carbon; Forest Enterprise Scotland; Forest Research; Forestry Commission Scotland; Friends of Fullarton Wood; Friends of Steveston; Gales Links; Gardens For Life; Golf Environment Organisation; Green Economy Coalition; GSK Irvine; Heather Trust; Hebridean Whale and Dolphin Trust; Historic Assynt; Historic Environment Scotland; Institute of Chartered Accountants of Scotland; Institute of Directors Scotland; International Union for Conservation of Nature; Irvine Golf Course; Isle Martin Trust; Isle of Eigg Heritage Trust; James Hutton Institute; John Muir Trust; Kilmarnock Barassie Golf Club; Kylesku Estate; Loch Lomond & The Trossachs National Park Authority; Marine Conservation Society; Micropropagation Ltd; Moorland Association; National Biodiversity Network; National Environmental Research Council; National Farmers Union Scotland; National Museums Scotland; National Trust for Scotland; Natural Capital Coalition; Natural England; Natural Resources Wales; NHS Ayrshire; Norfolk Broads National Park; North Ayrshire Council; North Harris Trust; North Lanarkshire Council; North Sea Futures; North West Highlands Geopark; Plantlife; Prestwick Golf Club; Queen Mary University of London; Ramblers Scotland; Red Squirrel Survival Trust; Royal Botanic Garden Edinburgh; Royal Society of Wildlife Trusts; Royal Zoological Society of Scotland; RSPB Scotland; Salmon and Trout Conservation Scotland; Sanctuary Scotland; Scotland's 2020 Climate Group; Scotland's Moorland Forum; Scotland's Rural College (SRUC); Scottish Badgers; Scottish Environment LINK; Scottish Environment Protection Agency; Scottish Government; Scottish Green Infrastructure Forum; Scottish Land & Estates; Scottish Maritime Museum; Scottish Natural Heritage; Scottish Seabird Centre; Sodexo; South Ayrshire Council; Stirling Council; Strath Caulaidh Ltd; Sustrans; South West Scotland Environment Information Centre; Tanera Mor; The Conservation Volunteers; The Scottish Gamekeepers Association; The University of Edinburgh; The Wildlife Information Centre; Trump Turnberry; UK Government; United Nations Environment Programme; United Nations Food and Agriculture Organisation; University of Durham; University of Glasgow; University of East London; University of Glasgow; University of Greifswald; University of Leicester; University of Manchester; University of Stirling; UPM Papermill Irvine; Welsh Government; Western Gales Golf Club; Whale and Dolphin Conservation; William Grant & Sons; Woodland Trust; and the World Business Council for Sustainable Development; WWF Scotland.

STRATEGIC REPORT

Achievements and performance

The Trust's Five-Year Plan covers the period 1 April 2017 – 31 March 2022. The Trust's vision of a connected network of healthy, resilient ecosystems supporting Scotland's wildlife and people is underpinned by our goals (as outlined on page 14). The Annual Report and Financial Statements report expenditure associated with each goal.

The main thrust of work under each of the Five-Year Plan goals was as follows:

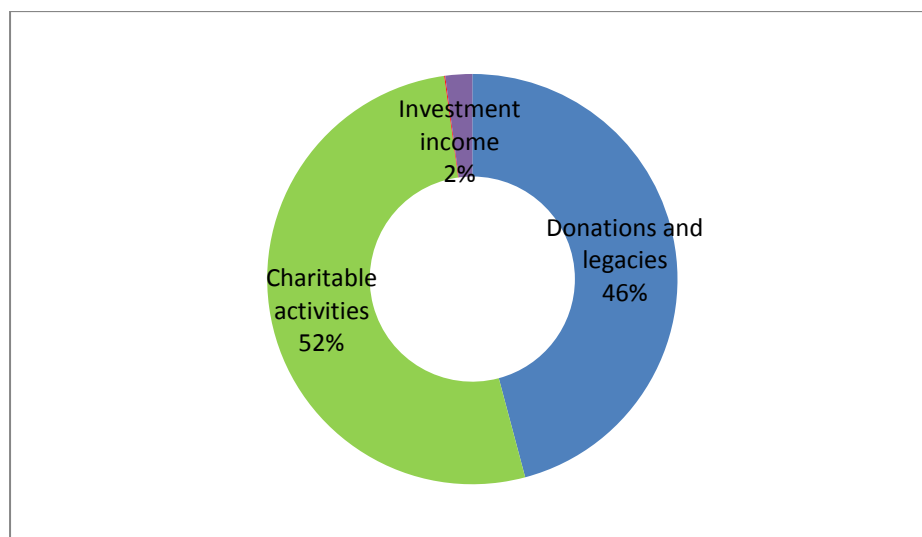
- **Healthy Ecosystems:** to produce 'Land Stewardship: a blueprint for Government Policy'; to continue Living Landscape work across Coigach & Assynt; to further develop Living Landscapes in Cumbernauld and Edinburgh; to continue our Living Seas work.
- **Protected Places:** Reserve Managers, Project Officers and Rangers continuing to work to protect sites across Scotland; targeted planning responses and campaigns.
- **Thriving Species:** to continue leading the Saving Scotland's Red Squirrels project; to undertake a conservation grazing programme; to reinforce the population of beavers in Knapdale following the successful Scottish Beaver Trial; to deliver smaller projects for species on our Priority Species List.
- **A Scotland that Values and Benefits from Nature:** to recognise the fundamental importance of nature for its own sake but also for Scotland's people and economy by working with business leaders through the Scottish Forum on Natural Capital; to increase people's engagement with nature at visitor centres, local greenspaces, events and through the production of publications and media releases.

More detailed information on progress with specific annual operational targets is also provided in the tables at the end of the Annual Report and Financial Statements (pages 60 to 80).

Financial review

Results for the year

The results for the year show a small surplus overall with total income rising above £6m.



Income from *charitable activities* made up 52% (from 35% in 2016/17) of total income, boosted by restricted funding received for specific purposes.

Heritage Lottery Fund grants have been pivotal in delivering a number of transformational projects including Coigach & Assynt Living Landscape, Saving Scotland's Red Squirrels and the development of the Cumbernauld Living Landscape's Creating Natural Connections project.

Donations and legacies made up 46% (2017: 63%) of the Trust's overall income. The generosity of our supporters underpins our work and ability to deliver our vision. In this financial year membership subscriptions, donations and legacies have been augmented by a gift of £89,650 from the trading subsidiary.

The Scottish Wildlife Trust, as part of the wider Wildlife Trusts movement, is very grateful to receive generous support from players of People's Postcode Lottery. Their support funds a range of activities including visitor centres which educate and inspire thousands of people each year, and the delivery of practical conservation work.

The Trust is grateful for the ongoing support of Scottish Natural Heritage which continues to provide funding for both projects and ongoing activities. The Trust does however anticipate changes to the grant delivery mechanism and this is an increasing financial risk looking forward.

The Trust continues to benefit from ongoing support from the Esmée Fairbairn Foundation, to whom we are particularly grateful for funding our Living Seas work and the new Land Stewardship Policy work.

The generosity of the Scottish Landfill Communities' Funds, charitable trusts, foundations and other grant-making bodies continues to be invaluable in funding conservation projects on the ground.

Expenditure during the year continued to be well controlled. Any increase in restricted expenditure is funded through the generosity of our supporters.

The increase in unrestricted expenditure is due mainly to an increase in the pension deficit creditor, however group expenditure also reflects activity associated with delivery of the World Forum on Natural Capital.

The latest triennial scheme funding report for the Wildlife Trusts' pension scheme concluded that whilst the scheme deficit continued at the same overall level as reported in 2013, a number of changing assumptions necessitated a revised recovery plan. This plan increases monthly payments from £14,157 to £16,888 and extends the recovery period by two years to August 2026. These payments increase the liability by a net figure of £434k (net of repayments totalling £173k during the year).

Trading company

The trading company, Natural Capital Scotland Limited, was active during the 2017/18 financial year as it delivered a third World Forum on Natural Capital in November 2017. Staff who worked on the delivery of the World Forum were employed by Scottish Wildlife Trust and recharged to Natural Capital Scotland Limited.

The Board of Natural Capital Scotland Limited met during the year to oversee preparations for the World Forum and to consider the future of the World Forum. The Board generously agreed to gift the surplus generated from hosting the World Forum, almost £90k, to support the activities of the Scottish Wildlife Trust. The Board also decided to cease trading activity by the subsidiary for the foreseeable future.

Investment powers and policy

This was the first full year of Brown Shipley managing investments. Council is delighted to see the use of Sustainalytics to screen individual stocks, on a global basis, as it provides welcome assurance in terms of environment, social and governance performance and therefore supports the Trust's ethical policy. Brown Shipley have augmented this screening with positive and proactive investment in ethical funds.

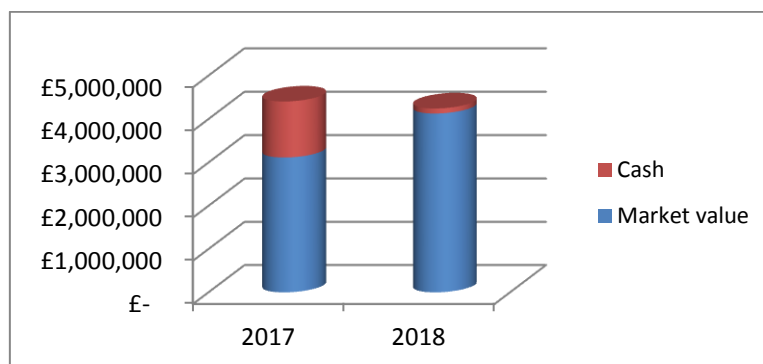
The Trust specifically seeks to invest in ethical and environmental investments and not to invest in anything, either directly or indirectly, in conflict with the Trust's aims and objectives. It has also articulated aspirational targets for investment, such as expressing a preference for companies who are signed up to the Natural Capital Protocol and score highly on the Eiris index. Negative screens include, but are not limited to, not investing in:

- fossil fuel extraction companies;
- corporates producing neonicotinoids;
- large-scale users of pesticides;
- companies that rely on peat extraction or damage to wetlands for their business;
- fishery aquaculture without Marine or Aquaculture Stewardship Council accreditation;
- timber that is not Forestry Stewardship Council, or equivalent, certified.

The Investment Policy states that both endowment funds are invested for a balanced return from income and growth - seeking above inflation returns. The general fund is income-seeking against a background of modest capital growth over the medium-term, with a below-medium risk profile.

The performance of investment managers is formally reviewed annually, however a report is received by the Finance and Audit Committee on a quarterly basis.

Cash holdings within the portfolio were high coming into 2017/18, however the balances have reduced as suitable investments have been identified. The value of investment holdings is £4.2m, with a drop in the value due to unrealised gains. Gains of £171k were realised during the year.



Financial Reserves policy and going concern

Endowment income

Endowment funds are held which represent funds gifted from Cumbernauld Development Corporation and Irvine Development Corporation. These funds are required to be held in perpetuity to allow the Trust to manage the towns' greenspaces to the benefit of town residents and wildlife.

Restricted funds

Restricted funds fall into three main areas:

- Property - which represent the net book value of property and leasehold improvements.
- Wildlife reserves - where the reserve represents the capital value of property owned by the Trust which are held at cost as they are treated as heritage assets.
- Other – the net of funds received which are restricted in their nature and the expenditure associated with delivery.

Unrestricted funds

Unrestricted funds are the cumulative total of unrestricted surpluses and deficits, including unrealised gains on investments (revaluation reserves), the undepreciated portion of tangible assets and designated reserves. Free funds protect against fluctuations in ongoing unrestricted activities.

The policy in relation to free funds was reviewed during 2017/18. The policy takes a risk-based approach which recognises that, due to the variability of income, particularly legacies, free funds may sometimes be outside its target range. This risk is taken into consideration within the free financial reserves policy as the Trust expects variability in its results from year to year. The policy is:

“The Scottish Wildlife Trust aims to retain sufficient free funds to ensure the effective delivery of the Five Year Plan. To this end it aims to maintain unrestricted funds in the range £750,000–£1,250,000”.

Voluntary income is by nature uncertain. The Trust commits to ongoing expenditure based around an average level of income. In years when voluntary income is strong, resources can boost financial reserves, providing a robust foundation against which the Trust can continue to deliver its vision for

the future. Free reserves currently represent around six months of unrestricted expenditure (2017: seven months), or three months (2017: three months) worth of total expenditure. Designated funds are earmarked to support delivery of projects or risks of strategic importance to the Trust.

Free funds (note 25) at 31 March 2018 were at the top end of the target range at £1,169,350 (2017: £1,233,265). In the considered opinion of Council this provides sufficient resilience to demonstrate the Trust is a going concern.

Fundraising activities

Our work is only possible because of the generosity of our supporters and members. We raise funds from the public by encouraging subscriptions, donations and legacy gifts.

- We write to a carefully selected section of our supporter base regarding fundraising appeals a maximum of four times per annum – we did this on three occasions in 2017-18.
- The Trust did not purchase any mailing lists nor did it undertake any (non-addressed) door-drops in 2017-18.
- The Trust undertook one Telephone Fundraising Campaign in 2017-18 – contacting 2,175 of our members to tell them about the launch of our Wildlife Guardian scheme. This is designed to recognise those donating more than £7.50 per month on a regular basis.
- We employ a team of four membership recruiters who work principally at information stands at events, exhibitions and shopping centres in order to inspire members of the public to sign up as members. This is supplemented by a longstanding contract with a small professional fundraising consultancy who undertake a low-pressure door to door recruitment process on our behalf. All of our membership recruiters are required to adhere to the Code of Fundraising Practice, honouring no cold-call zones, clearly identifying themselves and their relationship to the Trust, and handling personal data confidentially and timeously.
- The Trust endeavours to optimise funds claimed from the HMRC administered Gift Aid scheme and have Gift Aid declarations recorded for 94% of our members.

The Trust is supported by a small team of professional fundraisers and a network of 19 community based local Groups who fundraise on behalf of the charity.

All of our fundraisers are trained to the highest standards, have clear guidance in place to help them when faced with a difficult situation, and are members of relevant professional bodies – such as the Institute of Fundraising. Fundraising is mainly carried out by our own staff, but where other organisations are employed, contractual arrangements ensure we continue to meet the high standards and obligations that the Trust and the public expect.

The Scottish Wildlife Trust is committed to best practice fundraising; we self-regulate alongside other Scottish charities overseen by the Office of the Scottish Charity Regulator (OSCR). The Trust guarantees to operate in line with the values of the Code of Fundraising practice administered by the Fundraising Regulator; we aim to be legal, open honest and respectful in all our fundraising.

Whilst we endeavour to provide an exemplary service, we do occasionally receive complaints. We operate a formal Complaints Procedure which is promoted on our website; should we be unable to resolve a complaint, we acknowledge the authority of the [Scottish Fundraising Complaints Service](#) to make a final adjudication. A register of complaints is scrutinised by our Management Team on a quarterly basis in order to evaluate trends and ensure any learning is shared. In 2017-18 the Trust

recorded 14 complaints linked to fundraising – none of these required external adjudication; conversely the Trust recorded 3 compliments on its approach to fundraising.

The Scottish Wildlife Trust has a formal arrangement with two businesses who run promotions which publicise a donation of business proceeds to the Trust:

- Vine House Farm Bird Foods – who donate 5% of Trust generated sales to the Scottish Wildlife Trust. In 2017-18, a fantastic £7,802 was raised in this way.
- Valentine Arts Reproductions – who donate 50% of profits from sale of a limited edition range of Georgina McMasters wildlife art prints; in 2017-18, £319 was raised in this way.

When engaging with businesses we endeavour to ensure that everyone is working to shared goals and to this end where a transfer of money, skills or other resources is proposed from a commercial entity to the Trust we assess the partnership against our Corporate Partnership Policy – two key premises of this policy is that any partnership should (i) provide a net benefit for wildlife and (ii) not provide undue benefit to the corporate.

Plans for future periods

The Trust's Operational Plan for 2018/19 was approved by Council in March 2018, its targets support the achievement of the 2017-22 Five-Year Plan strategic goals. Plans for 2018/19 include:

Healthy Ecosystems

- Continue to lead delivery of five **Coigach & Assynt Living Landscape** Partnership scheme projects and act as Scheme Administrator for the Scheme.
- Partner with IUCN Urban Alliance to develop a '**City Nature Index**' knowledge product.
- Ensure key elements of Trust **Inshore Fisheries Policy** are incorporated into inshore (or wider sea) fisheries bill.
- Contribute to the work of the **Grouse Moor Management** Group.
- Support the work of the (RSPB-led) **Garnock Connections** partnership.
- Continue to support the (John Muir Trust-led) **Heart of Scotland** project.
- Continue to advocate for an implementation plan for a **National Ecological Network**.
- Work with partners to further develop the '**Riverwoods**' project.
- Lead the **Ayrshire Nectar Network** project.
- Support the Edinburgh & Lothian Greenbelt Trust **Green Infrastructure** project as part of Edinburgh Living Landscape.

Protected Places

- Produce a management statement for **Rahoy Hills**.
- Implement a landscape restoration project for **Largiebaan**.
- Deliver next phase of **Long Term Forest Plan** in Cumbernauld.
- Implement an **Ecological Monitoring and Evaluation** Programme.
- Develop a **Scottish Peat Alternatives** Advocacy Programme including review of 'Use of Horticultural Peat Policy'.
- Respond to **Coul Links** and any other key terrestrial and marine **planning** case work (including marine regional plans) as capacity allows.

Thriving Species

- Deliver the objectives of the Trust-led **Saving Scotland's Red Squirrels** project.
- Provide leadership on communications within the Steering Group for **Scottish Wildcat Action**.
- Lead the **National Species Reintroductions Forum** work on conservation translocations.
- Expand **juniper** on Trust reserves.
- Undertake reinforcement work at Knapdale to fulfil **Scottish Beavers'** licence requirements.
- Support the work of the coalition of environmental non-governmental organisations to build the case for return of **lynx**.

A Scotland that Values and Benefits from Nature

- Work with the **Scottish Forum on Natural Capital** to deliver the Partnerships for Innovation project and establish a roadmap for conservation finance in Scotland.
- Complete the development of the **Cumbernauld Creating Natural Connections** project.
- Complete the **Living Seas interactive map**.
- Deliver a **basking shark** Marine Protected Area campaign.
- Undertake **advocacy** activities around nature, health and wellbeing, ecological urban design, oil and gas decommissioning, marine spatial planning and natural capital, risks to environmental law post-Brexit and land stewardship policy issues.

Principal risks and uncertainties

Trustees are committed to continuous improvement in the control environment. A considered approach is taken to ensure assets are safeguarded. The tone is set from the top of the organisation and the Trust aspires to demonstrate and communicate high ethical values, transparency, integrity and competence. The Trust continues to review its structures and policies to ensure the highest standards are communicated clearly and effectively throughout the organisation.

The Finance and Audit Committee continues to oversee financial management and risk, including consideration of the internal control environment. Work continues to ensure the Trust has effective policies and procedures which support delivery of our objectives.

The risk management procedure, strategy and risk appetite was reviewed during the year. The Risk Register is produced as follows:

- A quarterly review by individual members of Management Team of each of their areas of responsibility, providing written amendments to the Strategic and Operational Risk Registers;
- Consideration of quarterly project exception reporting by the Project Excellence Team;
- Management Team discuss actions required to manage risks;
- Responses, actions and responsibilities are recorded within the Risk Registers.

The Risk Management process is overseen by Council as follows:

- Strategic and Operational Risk Registers are presented to Finance and Audit Committee on a quarterly basis for oversight of risks and actions;
- The Strategic Risk Register is provided to Council on a quarterly basis, with the minute from Finance & Audit Committee and a verbal update flagging matters of significance.
- Finance & Audit Committee will identify areas for which they require assurance and instruct deep-dives in those areas.

Risk management is inherent in all activities, from risk assessments to consideration as part of project development and delivery. Significant risks are escalated and mitigating actions taken in order to manage risk appropriately. The most significant risks identified during the year include the following:

<i>Risk</i>	<i>Controls in place to mitigate risks</i>
That the existing volunteer activity delivered by Reserve Conveners and (Local) Groups reduces or ceases in the long-term resulting in loss of local organised support	<ul style="list-style-type: none">• Dedicated staff resource to support and engage volunteers• Range of new models of volunteering being tested to broaden offer to active members
Declining brand awareness as projects are delivered through partnerships resulting in loss of brand impact and associated influence and income reduction	<ul style="list-style-type: none">• Regular review of levels of investment (time and resources) in marketing and communications activity• Involvement of communications and marketing team in major project development and delivery including communications protocols in place with partners for major projects
Stagnant or falling membership and income from membership resulting in dilution of impact and reduced resources available for delivery of 5 year plan	<ul style="list-style-type: none">• Regularly review levels of investment in membership, payback period and ROI• Regularly benchmark attrition and review key touchpoints• Regularly seek feedback from members to inform membership engagement processes• Review resilience of membership recruitment channels

<p>Weakened environmental protection as a result of Brexit resulting in increased rates of wildlife decline</p>	<ul style="list-style-type: none"> • High level advocacy around the importance of environmental protection and restoration linked to social and economic agendas • Collaboration with Scottish Environmental LINK to ensure Scotland plays an equal part in the development of any UK-wide frameworks • Collaboration with TWT and Greener UK to ensure maximum alignment and impact for legislation and policy at UK level • Collaboration with IUCN to ensure the post-2020 Convention on Biological Diversity targets are ambitious and that these subsequently influence policy and action for wildlife in Scotland
<p>Failure to influence government legislation and policy resulting in increased rates of wildlife decline</p>	<ul style="list-style-type: none"> • Maintain multiple channels of communication and good relations with Scottish Ministers, MSPs, special advisors and government officials
<p>Financial risk – the need to work within balanced budgets which supports long-term financial resilience results in an inability to adequately resource the delivery of our goals</p>	<ul style="list-style-type: none"> • 5 Year Plan and strict annual budget setting process • Monitoring through monthly management accounts with projected outturns • Finance & Audit Committee advising Council • Financial reserves policy in place with annual review to ensure adequacy when setting budgets • Strict control over permanent additions to staff and remuneration levels • Legacy givers strategy in place • Good relationships with a range of funders • Fundraising Strategy in place
<p>Debt in relation to the Wildlife Trust's Final Salary Pension Scheme becomes repayable resulting in large financial liability in the short term</p>	<ul style="list-style-type: none"> • Increased control and influence via representation on The Wildlife Trust's Pension Scheme Board • Ensure retention of active membership of pension scheme
<p>Reduction in the health of Scotland's ecosystems resulting in failure to deliver Trust vision</p>	<ul style="list-style-type: none"> • Monitor and if necessary change strategy to address declines in Ecosystem Health Indicators • Continue to advocate an integrated ecosystem-based approach to land use and sea management
<p>Failure to meet desired management standards (conservation and infrastructure) on our wildlife reserves resulting in reduction of biodiversity, criticism of land management practices, lack of compliance with statutory requirements</p>	<ul style="list-style-type: none"> • Resources available allocated according to task priority e.g. legal obligations, health and safety, land management requirements
<p>GDPR limiting Trust's ability to contact supporters with marketing and fundraising messages resulting in reduction in members and income</p>	<ul style="list-style-type: none"> • Head of Development monitoring guidance from Statutory Bodies (ICO) and trade associations (e.g. Direct Marketing Association, Data Protection Network, Institute of Fundraising)

Reference and administrative details

Directors and trustees

The directors of the charitable company (the charity) are its trustees for the purposes of charity law. The trustees and officers serving during the year and since the year end were as follows:

Patron	HRH The Prince Charles, Duke of Rothesay		
Chair	Linda Rosborough Robin Harper	From 23 September 2017 Until 23 September 2017	
<u>Vice Chairs</u>			
Conservation	Dr Jon Barnes		<i>Due to retire 2018</i>
Groups and Watch	Karen Chambers		<i>Eligible for re-appointment 2018</i>
Finance	Amanda Forsyth		<i>Due to retire 2020</i>
Elected members of Council	Andrew Binnie	From 23 September 2017	<i>Eligible for re-election 2020</i>
	Tony Cameron CB	Until 23 September 2017	
	James Campbell		<i>Until September 2018</i>
	Alastair Grier		<i>Due to retire 2019</i>
	Deryck Irving		<i>Eligible for re-election 2018</i>
	Michael Johnston		<i>Until September 2018</i>
	David Lindgren		<i>Due to retire 2019</i>
	Colin Macintosh		<i>Eligible for re-election 2019</i>
	Robbie Mann	Until 23 September 2017	
	Prof Anna Meredith	From 23 September 2017 until 31 May 2018	
	Nicola Munro CB		<i>Eligible for re-election 2018</i>
	Dr Kenny Taylor		<i>Due to retire 2020</i>
Company Secretary	Susan McKenzie		

Key management personnel

Chief Executive	Jonathan Hughes
Director of Conservation	Susan Davies
Director of Finance & Resources	Susan McKenzie
Director of Public Affairs	Jo Pike

Our advisers

Auditors

RSM UK Audit LLP
Chartered Accountants
Third Floor
Centenary House
69 Wellington Street
Glasgow
G2 6HG

Bankers

The Royal Bank of Scotland plc
36 St Andrew Square
Edinburgh
EH2 2YB

Investment advisers

Brown Shipley
2 Multrees Walk
Edinburgh
EH1 3DQ

Solicitors

Morton Fraser
Quatermile Two
2 Lister Square
Edinburgh
EH3 9GL

Other

Scott-Moncrieff
Exchange Place 3
Semple Street
Edinburgh
EH3 8BL

Our address

Registered office and principal address

Harbourside House
110 Commercial Street
Edinburgh
EH6 6NF

List of funders and supporters

The Scottish Wildlife Trust thanks all those who pledged or gave support during the financial year 2017/18.

Our members

The Trust's members are at the heart of the charity's activities and ethos. They contribute to the organisation's work at all levels. Subscriptions and donations provide a vital source of funding which is unrestricted and can therefore be used where the need is greatest.

Key funding partners

Supported by players of



The Scottish Wildlife Trust has been very grateful for the support received from players of People's Postcode Lottery ever since it launched in Scotland in 2008.

During the last financial year, this support continued with a generous donation of £505,000.

People's Postcode Lottery is a charity lottery in Great Britain where players play with their postcodes to win cash prizes whilst raising money for charities. 32% of every ticket sale goes directly to good causes like the Scottish Wildlife Trust.

Support from players helps us maintain a network of 120 wildlife reserves throughout Scotland and develop ground-breaking new projects that take conservation beyond reserve boundaries, as well as helping to educate and inspire people of all ages through our four visitor centres.



Scottish Natural Heritage provides invaluable support for the work of the Scottish Wildlife Trust through an annual funding agreement which this year provided £201,000 of vital funding. Amongst other things, this funding has helped us connect tens of thousands of people with their natural environment.

Scottish Natural Heritage grants have also provided the Trust with a valuable source of match funding, which has helped us work with other grant providers and thereby broaden the range of work that we can deliver.

In 2017/18, Scottish Natural Heritage also provided additional restricted funding for several projects, most notably £70,000 towards the Saving Scotland's Red Squirrels project.

Corporate members



holidaycottages.co.uk

Kilchoan Management Ltd

Business donations and sponsorship (in alphabetical order)

Boots - Make the Difference Fund

Calachem Ltd

Communicate Research Ltd

EAE

Gatehouse Property Management (Cumbernauld)

Hillwalk Tours

Initiate Business Development Ltd

John Lewis Partnership

John Saunderson Family Butcher

LIBA

Murgitroyd & Co Ltd

oppla

Robertson Group

Salix Finance Limited

Sanctuary Group

ScottishPower

SSE Highland Sustainable Development Fund

Tescos - Bags of Help

The R&A

Ullapool Harbour Trust

Valentine Art Reproductions

Vine House Farm

Wilkos Retail Ltd

Your Wedding Exhibition Ltd

Scottish Landfill Communities Fund (in alphabetical order)



Angus Environmental Trust
EB Scotland
Suez Communities Trust
Viridor Credits
WREN

Charitable trusts, foundations and other grant-making bodies (in alphabetical order)

Ancaster Trust
Coastal Communities Fund
Dolly Knowles Charitable Trust
Dulverton Trust



Faslane Trust



Golden Bottle Trust
Gunter Charitable Trust
Henderson Charitable Trust



Inchcape Foundation
J & J R Wilson Trust
Kensan Trust
KMF Maxwell-Stuart Charitable Trust



MacAuley Development Trust
Margaret Davis Charitable Trust
Peter de Haan Charitable Trust
People's Postcode Lottery
Pilgrim Trust
Ramblers Scotland
Robert O Curle Charitable Trust
Ronald Miller Foundation
Royal Botanic Gardens Edinburgh
RSPB
Scottish Council for Voluntary Organisations
St Katharine's Fund
Tennant Southpark Charitable Trust
University of Newcastle upon Tyne
Vellore Trust
Walter P M Lawrie Trust
William Grant Foundation

Statutory sector and other public bodies (including European Union)

Aberdeen City Council
Dumfries & Galloway Leader 2014-2020 Programme
East Ayrshire Council
European Union ERASMUS+
European Union LIFE+
Forest Enterprise
Forestry Commission Scotland
Loch Lomond & Trossachs National Park Authority

North Lanarkshire Council
Peatland Action Fund
Scottish Environment Protection Agency
Scottish Government
Scottish Natural Heritage
Scottish Rural Development Programme - Rural
Priorities
South Ayrshire Council

Natural Capital Scotland



Headline Sponsor

MAVA Foundation

Principal Sponsors

Government of the Netherlands - Ministry of Agriculture, Nature and Food Quality
oppla

Scottish Environment Protection Agency
Scottish Government

Lead Sponsor

Crown Estate Scotland
ScottishPower

Sponsors

Baillie Gifford
Ecometrica
SEFARI
Scottish Natural Heritage

Scottish Wildlife Trust Local Groups

We extend our thanks to our 19 local groups for their fantastic local fundraising efforts, which in total raised over £35,000 in 2017/18.

Individual donations and legacy gifts

In 2017/18, the Scottish Wildlife Trust received almost £650,000 from gifts in Wills. This is an invaluable form of support for our work, and we extend our sincere thanks to those who have incorporated a gift to the Trust in their Will.

We also thank the many other individual donors and supporters, too numerous to mention by name, each of whom play an important role in our collective effort to protect Scotland's wildlife for the future - your support underpins the work of the Trust.

Wildlife Guardians

The Wildlife Guardian scheme was launched in 2017/18 and is open to those who donate more than £7.50 every month to the charity – we thank each of the 288 supporters who have so far signed up as Wildlife Guardians.

Foundation members

Foundation members support the work of the Scottish Wildlife Trust through significant donations and/or pledges of gifts in their will. We thank them for their valued patronage.

Trustees' responsibilities in relation to the financial statements

The charity trustees, known collectively as Council (who are also directors for the purposes of company and charity law) are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Council is required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK 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 charitable company 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 charity and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

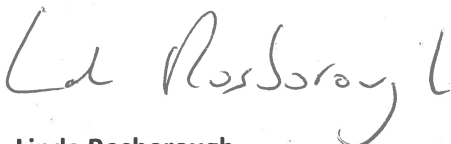
The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our auditors

In so far as the trustees are aware at the time of approving our trustees' annual report:

- there is no relevant audit information, being information needed by the auditor in connection with preparing their report, of which the groups' auditor is unaware; and
- the trustees, having made enquiries of fellow directors and the groups auditor that they ought to have individually taken, have each taken all steps that s/he is obliged to make as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

In approving the Annual Report, the trustees also approve the Strategic Report included therein, in their capacity as company directors. By order of the Council on and authorised to sign on its behalf:



Linda Rosborough
Chair of Council, 28 June 2018

Consolidated statement of financial activities (including consolidated income and expenditure account) for the year ended 31 March 2018

	notes	Unrestricted Funds £	Restricted Funds £	Endowments £	2018 Total £	2017 Total £
<i>Income and emoluments from:</i>						
Donations and legacies	3	2,524,180	207,191	-	2,731,371	3,338,377
Charitable activities	3	976,444	2,053,996	-	3,030,440	1,868,499
Other incoming resources	3	3,800	823	-	4,623	21,526
Trading	3	13,528	12,802	-	26,330	6,249
Investment income	3	62,710	67,392	-	130,102	106,151
TOTAL INCOME		3,580,662	2,342,204	-	5,922,866	5,340,802
<i>Expenditure on:</i>						
Raising funds	7	276,074	285,937	-	562,011	563,732
Charitable activities	7	2,483,336	2,650,060	-	5,133,396	3,915,447
TOTAL EXPENDITURE		2,759,410	2,935,997	-	5,695,407	4,479,179
Realised gains/(losses)	6	31,324	-	140,187	171,511	334,709
Unrealised (losses)/gains	6	(119,204)	-	(187,946)	(307,150)	183,896
(Losses)/gains on investments		(87,880)	-	(47,759)	(135,639)	518,605
Net income /(expenditure)		733,372	(593,793)	(47,759)	91,820	1,380,228
Transfers between funds		(840,480)	840,480	-	-	-
NET MOVEMENT IN FUNDS		(107,108)	246,687	(47,759)	91,820	1,380,228
<u>Reconciliation of funds</u>						
Total funds brought forward		1,712,282	3,083,739	2,327,704	7,123,725	5,743,497
Total funds carried forward		1,605,174	3,330,426	2,279,945	7,215,545	7,123,725

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing operations.

Charity statement of financial activities (including income and expenditure account) for the year ended 31 March 2018

	notes	Unrestricted Funds £	Restricted Funds £	Endowments £	2018 Total £	2017 Total £
<i>Income and emoluments from:</i>						
Donations and legacies	4	2,613,830	207,191	-	2,821,021	3,338,377
Charitable activities	4	693,624	2,053,996	-	2,747,620	1,867,849
Other incoming resources	4	3,800	823	-	4,623	21,526
Trading	4	13,528	12,802	-	26,330	6,249
Investment income	4	62,710	67,392	-	130,102	106,132
TOTAL INCOME		3,387,492	2,342,204	-	5,729,696	5,340,133
<i>Expenditure on:</i>						
Raising funds	7	276,074	285,937	-	562,011	563,732
Charitable activities	7	2,310,618	2,650,060	-	4,960,678	3,894,326
TOTAL EXPENDITURE		2,586,692	2,935,997	-	5,522,689	4,458,058
Realised gains/(losses)	6	31,324	-	140,187	171,511	334,709
Unrealised (losses)/gains	6	(119,204)	-	(187,946)	(307,150)	183,896
(Losses)/gains on investments		(87,880)	-	(47,759)	(135,639)	518,605
Net income /(expenditure)		712,920	(593,793)	(47,759)	71,368	1,400,680
Transfers between funds		(840,480)	840,480	-	-	-
NET MOVEMENT IN FUNDS		(127,560)	246,687	(47,759)	71,368	1,400,680
<u>Reconciliation of funds</u>						
Total funds brought forward		1,732,734	3,083,739	2,327,704	7,144,177	5,743,497
Total funds carried forward		1,605,174	3,330,426	2,279,945	7,215,545	7,144,177

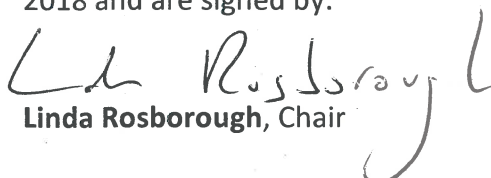
The Statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing operations.

Consolidated and charity balance sheet as at 31 March 2018

		Group		Charity	
	Notes	2018 £	2017 £	2018 £	2017 £
Tangible assets	16	846,361	839,717	846,361	839,717
Heritage assets	17	1,048,858	1,048,858	1,048,858	1,048,858
Investments	18	4,245,965	4,405,846	4,245,965	4,405,846
TOTAL FIXED ASSETS		6,141,184	6,294,421	6,141,184	6,294,421
Stock		22,744	23,896	22,744	23,896
Debtors	19	673,757	513,240	749,825	490,681
Cash at bank and in hand		3,004,035	2,500,301	2,917,382	2,349,359
TOTAL CURRENT ASSETS		3,700,536	3,037,437	3,689,951	2,863,936
Liabilities					
Amounts due within one year	20	(863,324)	(917,794)	(852,739)	(723,841)
Net assets before pension provision		2,837,212	2,119,643	2,837,212	2,140,095
Provision for dilapidations	21	(249,893)	(183,862)	(249,893)	(183,862)
Provision for pension payments	22	(1,512,958)	(1,106,477)	(1,512,958)	(1,106,477)
		1,074,361	829,304	1,074,361	849,756
TOTAL NET ASSETS		7,215,545	7,123,725	7,215,545	7,144,177
<u>The funds of the charity</u>					
Restricted income funds	27	3,330,426	3,083,739	3,330,426	3,083,739
Endowment funds	26	2,279,945	2,327,704	2,279,945	2,327,704
Unrestricted funds	25	1,494,954	1,482,858	1,494,954	1,503,310
Unrestricted revaluation reserve	25	110,220	229,424	110,220	229,424
TOTAL FUNDS		7,215,545	7,123,725	7,215,545	7,144,177

The trustees have prepared group accounts in accordance with section 398 of the Companies Act 2006 and section 44 of the Charities and Trustee Investment (Scotland) Act 2005. The notes that follow form part of these financial statements.

The financial statements were approved by the Board of Trustees and authorised for issue on 28 June 2018 and are signed by:


Linda Rosborough, Chair

Scottish Wildlife Trust company number: SC040247

Statement of cash flows and consolidated statement of cash flows for the year ended 31 March 2018

	Group		Charity	
	2018 £	2017 £	2018 £	2017 £
Cash used in operating activities (note 30)	1,618,800	(71,079)	1,683,089	(170,267)
Cash flows from investing activities				
Investment income	130,102	106,151	130,102	106,132
Payments to acquire investments	(1,998,754)	(2,242,775)	(1,998,754)	(2,242,775)
Proceeds from disposal of investments	850,386	3,296,785	850,386	3,296,785
Payments to acquire tangible fixed assets	(101,423)	(23,678)	(101,423)	(23,678)
Proceeds from disposal of tangible fixed assets	4,623	21,526	4,623	21,526
Cash provided by (used in) investing activities	(1,115,066)	1,158,009	(1,115,066)	1,157,990
CHANGE IN CASH AND CASH EQUIVALENTS IN YEAR	503,734	1,086,930	568,023	987,723
Cash & cash equivalents at 1 April	2,500,301	1,413,371	2,349,359	1,361,636
CASH & CASH EQUIVALENTS AT 31 MARCH	3,004,035	2,500,301	2,917,382	2,349,359

Notes to the financial statements

1. Accounting policies

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

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), as read with the Update Bulletin entitled "Charities SORP FRS 102 Update Bulletin" published on 2 February 2016.

The Scottish Wildlife Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). The financial statements are presented in Sterling (£).

b) Preparation of accounts on a going concern basis

The Trust reported a cash inflow of £568,023 (2017: inflow of £987,723) for the year and £503,734 (2017: inflow of £1,086,930) on a group basis. The trustees are of the view that the management measures are appropriate and on that basis that the charity is a going concern having reviewed a five year forecast in March 2018.

c) Group financial statements

The consolidated financial statements include the charitable company's wholly owned trading subsidiary, Natural Capital Scotland Limited. The trading subsidiary has been incorporated on a line by line basis.

d) Income

Income is recognised when the charity has entitlement to the funds, 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.

Income from government and other grants, whether capital or revenue, is recognised when the charity has entitlement to the funds, any 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 and is not deferred.

Subscriptions and donations are credited to the income and expenditure account and statement of financial activities with specific amounts allocated to specific accounts and funds following the wishes of their donor.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a

Notes to the financial statements for the year ended 31 March 2018

legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material (see note 23).

e) Donated services and facilities

Donated professional services and facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market. A corresponding amount is then recognised in expenditure in the period of receipt.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

g) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the Trust's work or conservation projects being undertaken by the Trust. Donor specified restrictions are always respected. Where gifts are restricted to use for core activities the gift is accounted for accordingly.

h) Transfers

Whilst support costs are allocated on the basis outlined above, sufficient restricted and endowment income is not always received in order to fund the total expenditure including support costs. To recognise this a transfer is made between unrestricted, restricted and endowment activities.

i) Expenditure and irrecoverable VAT

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.

Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the recruitment and administration of members combined with the provision of membership benefits and costs of the fundraising team.
- Expenditure on charitable activities includes the costs of work supporting the delivery of the Trust's charitable objective to "advance the conservation of Scotland's biodiversity for the benefit of

Notes to the financial statements for the year ended 31 March 2018

present and future generations". This includes but is not restricted to work on reserves, policy and advocacy work as well as education activities.

- Other expenditure represents those items not falling into any other heading.

All expenditure is allocated between categories on a cost centre by cost centre basis and is accounted for on an accruals basis. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

j) Allocation of support costs

Support costs include the head office functions of general management, finance, information communications technology, human resources (including adjustments to the pension creditor) and health and safety. These costs are allocated across the costs of generating funds and the various categories of charitable expenditure on the basis of the direct expenditure incurred.

k) Operating leases

Operating lease rentals are charged on a straight line basis over the lease term.

l) Tangible fixed assets and heritage assets

Fixed assets costing £2,500 or more are included in the balance sheet at cost. Depreciation is provided on all fixed assets, with the exception of wildlife reserves which are held in heritage assets, in the year in which the fixed assets are purchased. Depreciation rates are calculated to write off the costs of assets evenly over its expected useful life as follows:

Properties – owned	20 - 50 years
Properties – leasehold improvements	Remaining lease term
Properties – fixtures and fittings	4 years
Plant and machinery	6 years
Vehicles	3 years
Office equipment	4 years
Computers and software	3 years

Depreciation is not provided on wildlife reserves, in line with the guidance on heritage assets. The Trust has a published policy on reserves acquisition and disposal, this is entitled Wildlife Reserves Development Policy and can be found on the Trust's website at [Wildlife Reserves Development Policy](#).

m) Stock

Stock is comprised of goods for re-sale and is valued at the lower of cost or net realisable value.

n) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Notes to the financial statements for the year ended 31 March 2018

o) Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

p) Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

q) Provisions

Provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Provisions are normally recognised as the best estimate of the expenditure required to settle the present obligation at the balance sheet date.

r) Financial instruments

The Trust only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

s) Pensions

The Scottish Wildlife Trust makes contributions on behalf of its employees to two separate pension schemes, the Wildlife Trusts' defined benefit scheme and a stakeholder (money purchase) scheme. Contributions to the money purchase scheme are accounted for on an actual basis. The Fund for the defined benefit scheme is valued every three years by a professionally qualified independent actuary, the rates of contribution payable being determined by the actuary. In the intervening years the actuary reviews the continuing appropriateness of the rates. However, as the defined benefit scheme is run in such a way that the Scottish Wildlife Trust is unable to identify its share of the underlying assets and liabilities, contributions are also accounted for on an actual basis.

Accordingly, as the Trust has a funding agreement in place to eliminate the pension scheme deficit, the Trust has included a liability in the balance sheet equal to the net present value of the future deficit reduction payments. These payments are discounted to the present value using the market yield on high quality corporate bonds. The Trust has used the published iBoxx Sterling Corporate AA index rate over 15 years as the discount rate in calculating the present value.

t) Investments

Notes to the financial statements for the year ended 31 March 2018

Quoted investments are stated at market value and unquoted investments at par value, on the basis that Council do not consider them readily realisable. Net investment gains/losses for the year are shown in the income and expenditure account and statement of financial activities.

Investment income is credited to the income and expenditure account and statement of financial activities in the year in which it is receivable.

u) Endowments

The Trust holds two endowment funds. There is a cap to the level of capital that can be used each year so the capital will be held in perpetuity. As there are specific restrictions in place in relation to the use of the income, the Trust treats endowment income and expenditure as restricted.

v) Taxation

The company is registered as a charity with HMRC and is therefore not liable for taxation to the extent that any surplus or gains arising are wholly applied to its charitable objects. Consequently, all taxation recoverable or estimated to be recoverable has been incorporated in the financial statements.

The company is registered for VAT. Much of the income is either exempt or outwith the scope of VAT. Consequently, it is not possible to recover all the VAT incurred on expenditure. Income and expenditure are shown exclusive of recoverable VAT.

w) Local Groups

The transactions of the Local Groups have been incorporated into the charity and consolidated statements of financial activities and their bank balances included in the charitable and consolidated balance sheets. Local Groups are not separate legal entities.

2. Legal status of the Trust

The Trust is a company limited by guarantee and has no share capital. The liability of each member in the event of winding-up is limited to £1.

The registered office is Harbourside House, 110 Commercial Street, Edinburgh EH6 6NF.

Notes to the financial statements for the year ended 31 March 2018

3. Income - Consolidated

	Year ended 31 March 2018				Year ended 31 March 2017			
	Unrestricted funds (£)	Restricted funds (£)	Endowments (£)	2018 total (£)	Unrestricted funds (£)	Restricted funds (£)	Endowments (£)	2017 total (£)
Subscriptions	703,679	-	-	703,679	660,473	-	-	660,473
Donations through membership	366,955	416	-	367,371	362,682	3,627	-	366,309
Other donations	79,920	113,166	-	193,086	114,859	380,005	-	494,864
Gift aid	289,850	16,180	-	306,030	264,304	17,579	-	281,883
Community fundraising	7,865	4,825	-	12,690	10,921	8,533	-	19,454
Subscriptions & donations	1,448,269	134,587	-	1,582,856	1,413,239	409,744	-	1,822,983
Legacies	570,911	72,604	-	643,515	519,394	471,000	-	990,394
People's Postcode Lottery	505,000	-	-	505,000	525,000	-	-	525,000
Donations and legacies	2,524,180	207,191	-	2,731,371	2,457,633	880,744	-	3,338,377
Heritage Lottery Fund	-	913,706	-	913,706	-	238,841	-	238,841
Scottish Natural Heritage	205,518	120,920	-	326,438	233,000	173,265	-	406,265
Landfill Communities Fund	-	153,599	-	153,599	-	184,334	-	184,334
Community Jobs Scotland	-	45,883	-	45,883	-	46,903	-	46,903
Other grant income (note 5)	53,984	667,404	-	721,388	45,240	652,161	-	697,401
Business support	30,992	90,026	-	121,018	34,709	300	-	35,009
Commercial contracts	3,585	-	-	3,585	4,295	5,000	-	9,295
Other - sales / rents / fees	259,587	62,458	-	322,045	233,211	16,590	-	249,801
Trading subsidiary (note 31)	422,778	-	-	422,778	650	-	-	650
Charitable activities	976,444	2,053,996	-	3,030,440	551,105	1,317,394	-	1,868,499
Asset sales	3,800	823	-	4,623	21,526	-	-	21,526
Other incoming resources	3,800	823	-	4,623	21,526	-	-	21,526
Corporate sponsorship	13,528	12,802	-	26,330	5,000	1,249	-	6,249
Trading activities	13,528	12,802	-	26,330	5,000	1,249	-	6,249
Investment income (trading)	-	-	-	-	19	-	-	19
Investment income (note 6)	62,710	67,392	-	130,102	54,616	51,516	-	106,132
Investment income	62,710	67,392	-	130,102	54,635	51,516	-	106,151
Total income	3,580,662	2,342,204	-	5,922,866	3,089,899	2,250,903	-	5,340,802

The amount of grants received from government during the year was £15,000 (2017: £nil).

Notes to the financial statements for the year ended 31 March 2018

4. Income - Charity

	Year ended 31 March 2018				Year ended 31 March 2017			
	Unrestricted funds (£)	Restricted funds (£)	Endowments (£)	2018 total (£)	Unrestricted funds (£)	Restricted funds (£)	Endowments (£)	2017 total (£)
Subscriptions	703,679	-	-	703,679	660,473	-	-	660,473
Donations through membership	366,955	416	-	367,371	362,682	3,627	-	366,309
Other donations	169,570	113,166	-	282,736	114,859	380,005	-	494,864
Gift aid	289,850	16,180	-	306,030	264,304	17,579	-	281,883
Community fundraising	7,865	4,825	-	12,690	10,921	8,533	-	19,454
Subscriptions & donations	1,537,919	134,587	-	1,672,506	1,413,239	409,744	-	1,822,983
Legacies	570,911	72,604	-	643,515	519,394	471,000	-	990,394
People's Postcode Lottery	505,000	-	-	505,000	525,000	-	-	525,000
Donations and legacies	2,613,830	207,191	-	2,821,021	2,457,633	880,744	-	3,338,377
Heritage Lottery Fund	-	913,706	-	913,706	-	238,841	-	238,841
Scottish Natural Heritage	205,518	120,920	-	326,438	233,000	173,265	-	406,265
Landfill Communities Fund	-	153,599	-	153,599	-	184,334	-	184,334
Community Jobs Scotland	-	45,883	-	45,883	-	46,903	-	46,903
Other grant income (note 5)	53,984	667,404	-	721,388	45,240	652,161	-	697,401
Business support	30,992	90,026	-	121,018	34,709	300	-	35,009
Commercial contracts	3,585	-	-	3,585	4,295	5,000	-	9,295
Other - sales / rents / fees	399,545	62,458	-	462,003	233,211	16,590	-	249,801
Charitable activities	693,624	2,053,996	-	2,747,620	550,455	1,317,394	-	1,867,849
Asset sales	3,800	823	-	4,623	21,526	-	-	21,526
Other incoming resources	3,800	823	-	4,623	21,526	-	-	21,526
Corporate sponsorship	13,528	12,802	-	26,330	5,000	1,249	-	6,249
Trading activities	13,528	12,802	-	26,330	5,000	1,249	-	6,249
Investment income (note 6)	62,710	67,392	-	130,102	54,616	51,516	-	106,132
Total income	3,387,492	2,342,204	-	5,729,696	3,089,230	2,250,903	-	5,340,133

Notes to the financial statements for the year ended 31 March 2018

5. Other grant income

The principal grant funders included within “Other grant income” in the statement of financial activities were as follows:

	Charity	
	2018	2017
	£	£
Aberdeen City Council/AWPR Mitigation Fund	15,562	16,659
Big Lottery Fund/Coastal Communities Fund	0	88,995
Clyde and Avon Valley Partnership / Heritage Lottery Fund	457	9,150
Coigach Community Development Company / Alastair Scott Memorial Fund	0	6,000
DEFRA	1,000	27,000
Dolly Knowles Charitable Trust	30,000	0
Dulverton Trust	25,000	0
Esmée Fairbairn Foundation	190,515	101,411
European Union – Erasmus	26,085	70,226
Faslane Trust	5,000	5,500
Forestry Commission Scotland	90,303	68,533
Historic Environment Scotland	0	5,000
Inner Forth Landscape Initiative / Heritage Lottery Fund	24,171	8,251
International Union for Conservation of Nature	9,000	-
J & J R Wilson Trust	-	10,000
John Muir Trust / John Ellerman Foundation	33,000	14,000
KMF Maxwell-Stuart Charitable Trust	50,000	0
Loch Lomond & Trossachs National Park Authority	5,000	10,314
Macauley Development Trust	10,000	0
Margaret Davis Charitable Trust	0	50,000
Natural Environment Research Council	0	9,940
North Lanarkshire Council	8,295	18,000
Peter de Haan Charitable Trust	75,000	39,300
Pilgrim Trust	5,000	0
Plantlife / Heritage Lottery Fund	0	36,103
Royal Society of Wildlife Trusts	0	9,000
Ramblers’ Association	10,000	0
Robert O’Curle Charitable Trust	10,000	0
RSPB	30,000	30,233
Scottish Environment Protection Agency	9,250	0
Scottish Government (Inc. Rural Priorities)	15,000	17,625
Scottish Natural Heritage / European Union – Life	0	6,150
Tesco Bags of Help	0	10,000
Yorkshire Wildlife Trust	0	8,176
William Grant Foundation	13,800	0
Other grants <£5k	29,950	21,835
	721,388	697,401

Notes to the financial statements for the year ended 31 March 2018

6. Investment income

Group and charity	2018				2017
	Unrestricted £	Restricted £	Endowment £	Total £	£
Investment income – charity	62,710	67,392	-	130,102	106,132
Investment income - trading	-	-	-	-	19
Investment income	<u>62,710</u>	<u>67,392</u>	<u>-</u>	<u>130,102</u>	<u>106,151</u>
Realised gains/(losses)	31,324	-	140,187	171,511	334,709
Unrealised (losses) / gains	(119,204)	-	(187,946)	(307,150)	183,896
	<u>(87,880)</u>	<u>-</u>	<u>(47,759)</u>	<u>(135,639)</u>	<u>518,605</u>

The group's investment income of £130,102 (2017: £106,151) arises from a combination of income from investments and from money held in interest bearing deposit accounts.

7. Summary analysis of expenditure for charitable activities

	2018				2017
	Unrestricted £	Restricted £	Endowment £	Total £	£
Healthy Ecosystems	93,014	1,063,289	-	1,156,303	738,290
Protected Places	1,344,979	577,481	-	1,922,460	1,659,322
Thriving Species	48,651	783,024	-	831,675	613,129
A Scotland that values and benefits from nature	<u>823,974</u>	<u>226,266</u>	<u>-</u>	<u>1,050,240</u>	<u>883,585</u>
	<u>2,310,618</u>	<u>2,650,060</u>	<u>-</u>	<u>4,960,678</u>	<u>3,894,326</u>
Trading subsidiary	<u>172,718</u>	<u>-</u>	<u>-</u>	<u>172,718</u>	<u>21,121</u>
Charitable activities	<u>2,483,336</u>	<u>2,650,060</u>	<u>-</u>	<u>5,133,396</u>	<u>3,915,447</u>
Raising funds	<u>276,074</u>	<u>285,937</u>	<u>-</u>	<u>562,011</u>	<u>563,732</u>
2016/7 charitable costs	1,996,394	1,897,932	-	3,894,326	

Notes to the financial statements for the year ended 31 March 2018

This table shows the cost breakdown of the four main charitable activities.

	Staff costs	Other direct expenditure	Total direct costs (note 8)	Support costs (note 9)	2018	2017
	£	£	£	£	£	£
Healthy Ecosystems	293,218	611,786	905,004	251,299	1,156,303	738,290
Protected Places	750,295	704,499	1,454,794	467,666	1,922,460	1,659,322
Thriving Species	425,174	225,753	650,927	180,748	831,675	613,129
A Scotland that values and benefits from nature	474,956	402,671	877,627	172,613	1,050,240	883,585
	1,943,643	1,944,709	3,888,352	1,072,326	4,960,678	3,894,326
Raising funds	341,473	98,396	439,869	122,142	562,011	563,732
Support costs	951,883	242,585	1,194,468	(1,194,468)	-	-
	3,236,999	2,285,690	5,522,689	-	5,522,689	4,458,058

Support and governance costs are allocated on the basis of direct costs.

8. Charitable activities by team

The Trust reports its activities under team headings and this reconciles to the charitable spend as shown above.

	Healthy Ecosystems	Protected Places	Thriving Species	A Scotland that values and benefits from nature	2018	2017
	£	£	£	£	£	£
Projects	832,205	340,334	578,869	245,511	1,996,919	1,501,362
Reserve management	-	1,052,581	33,980	-	1,086,561	999,743
Visitor centres	-	-	-	229,414	229,414	211,582
Marketing	-	-	-	265,714	265,714	269,033
People & wildlife	-	-	-	96,496	96,496	100,807
Other conservation	51,549	31,076	28,240	14,180	125,045	138,128
Policy	21,250	30,803	9,838	5,241	67,132	74,872
Members Groups	-	-	-	21,071	21,071	17,111
	905,004	1,454,794	650,927	877,627	3,888,352	3,312,638

Notes to the financial statements for the year ended 31 March 2018

9. Analysis of support costs

The total support costs have been apportioned to the various Trust activities on the basis of direct expenditure as follows:

	Fundraising	Healthy Ecosystems	Protected Places	Thriving Species	A Scotland that values and benefits from nature	2018	2017
Support Costs	£	£	£	£	£	£	£
Finance & governance	26,601	54,731	101,853	39,365	37,594	260,144	239,090
Head office	13,768	28,328	52,718	20,375	19,458	134,647	155,046
HR and pension	64,983	133,698	248,811	96,163	91,835	635,490	108,883
Management	7,710	15,862	29,519	11,409	10,895	75,395	83,976
Health & safety	1,547	3,183	5,923	2,289	2,186	15,128	14,879
ICT	7,533	15,497	28,842	11,147	10,645	73,664	64,018
	122,142	251,299	467,666	180,748	172,613	1,194,468	665,892

Payments to the pension liability of £173,064 (2017:£168,350) are excluded from support costs.

10. Net income/ (expenditure) for the year:

Net income / (expenditure) for the year is stated after charging:

	Group		Charity	
	2018	2017	2018	2017
	£	£	£	£
Auditors' remuneration - current year	10,200	8,450	8,750	7,450
Services provided by entities related to auditor	1,100	1,750	-	1,000
Depreciation on all other fixed assets	94,779	104,057	94,779	104,057
Operating leases	80,667	105,265	80,667	105,265
Professional indemnity insurance	1,340	1,340	1,340	1,340

11. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

	Group		Charity	
	2018	2017	2018	2017
	£	£	£	£
Salaries and wages	2,296,651	2,135,119	2,296,651	2,135,119
Social security costs	197,260	182,410	197,260	182,410
Pension costs	749,922	110,245	749,922	110,245
	3,243,833	2,427,774	3,243,833	2,427,774
Accrual for annual leave	(6,834)	27,415	(6,834)	27,415
Redundancy costs	-	588	-	588
TOTAL	3,236,999	2,455,777	3,236,999	2,455,777

Notes to the financial statements for the year ended 31 March 2018

The staff recharge by the Trust to Natural Capital Scotland Limited was £120,417 (2017: £14,430).

One employee had emoluments exceeding £70,000 but not more than £80,000 (2017: one employee exceeding £70,000 but not over £80,000). This employee was a member of the defined contribution pension scheme (2017: one employee).

The charity trustees were not paid nor received any other benefits from employment with the Trust or its subsidiary in the year (2017: £nil). Expenses of £341 in relation to travel and subsistence costs were reimbursed to Council members during the year (2017: £990). No charity trustee received payment for professional or other services supplied to the charity (2017: £nil).

The Trust's key management personnel are trustees and the senior staff. Senior staff, comprising the Chief Executive and Directors of Conservation, Finance and Resources and Public Affairs received employee benefits totalling £245,471 (2017: £236,440). The subsidiary company does not employ staff directly; instead an arm's length recharge occurs on the basis of actual hours worked.

No redundancy payments were made during the year (2017: £588). The Trust's policy is to expense redundancy payments at the time that the redundancy payment becomes due.

12. Staff numbers

The average monthly number of full-time equivalent employees (including placements from Community Jobs Scotland, casual and part-time staff) during the year was as follows:

	2018	2017
	Number	Number
Conservation	32.2	33.1
Projects	21.9	23.9
Public Affairs	15.3	14.3
Finance & Resources	24.2	20.5
Chief Executive	1	1
	<u>94.6</u>	<u>92.8</u>

The average number of individuals employed during the year was 116 (2017: 96).

Notes to the financial statements for the year ended 31 March 2018

13. Pension contributions

During the year the Scottish Wildlife Trust made pension contributions to the following Schemes:

	2018	2017
	£	£
The Wildlife Trusts Pension Scheme	173,064	168,350
Royal London - stakeholder scheme	142,478	110,245
	<u>315,542</u>	<u>278,595</u>

The Scottish Wildlife Trust participates in the Wildlife Trusts' Pension Scheme, a hybrid multi-employer pension scheme, which provides benefits to members on a defined benefit or a defined contribution basis, as decided by each employer.

The Trust participates only in the defined benefit section. The scheme is run in such a way that the Trust is unable to identify its share of the underlying assets and liabilities of the defined benefit section.

Contributions to the defined benefit section of the scheme are determined on the basis of triennial actuarial valuations carried out by an independent, qualified actuary. Based upon the 2013 valuation, scheme employers have made contributions aimed on funding 100% of the deficit by 2024. A further valuation was carried out as at 1 April 2016. As a result, contributions may increase or the recovery period may be extended.

The share of the deficit attributable to the Scottish Wildlife Trust was estimated to be in the region of just over £1.2 million. However, it should be noted that this is a notional liability as the scheme actuary is unable to identify the share of the assets and liabilities of the respective members on a consistent and reliable basis.

Scottish Wildlife Trust's required payment in 2017/18 was £173,064 (2017: £168,350). Contributions rose sharply following completion of the 2013 triennial valuation when a recovery plan was agreed. Payments rise at 2.8% per annum until July 2026 when the final instalment is due.

14. Related party transactions

The Trust enjoys a number of close working relationships as follows:

- Natural Capital Scotland Limited, a subsidiary of the Trust. In 2017/18 the Trust provided staff on an arm's length basis totalling £121,802 (2017: £14,430). Trustees monitor the relationship with its subsidiary to ensure that funds support the delivery of charitable interests in the longer-term.
- International Union for the Conservation of Nature (IUCN). The Trust's Chief Executive is an elected global Councillor of the IUCN and chairs the IUCN Urban Alliance and UK Committee Peatland Programme. The Trust hosts the IUCN Peatland Programme. There were no direct financial transactions between IUCN and the Scottish Wildlife Trust during the year.

The total amount of donations and subscriptions received from members of Council during the year was £869 (2017: £982). This does not include donations which were made anonymously.

Notes to the financial statements for the year ended 31 March 2018

15. Corporation tax

The Trust operates visitor centres and produces promotional material in the support of its charitable objectives. Some of these activities provide an income to the charity (although this income is generally less than expenditure on these activities) and are designed to enhance public engagement with wildlife conservation. Certain activities are however, treated as trading for the purposes of corporation tax and accordingly the charity completes an annual corporation tax return. The tax paid in 2018 was £nil (2017: £nil).

16. Tangible fixed assets

Group and charity	Long leasehold land and buildings	Plant, machinery and motor vehicles	Office	Computers	Total
COST	£	£	£	£	£
As at 1 April 2017	1,624,018	562,302	10,589	106,919	2,303,828
Additions	-	101,423	-	-	101,423
Disposals	-	(9,885)	-	-	(9,885)
As at 31 March 2018	1,624,018	653,840	10,589	106,919	2,395,366
DEPRECIATION					
As at 1 April 2017	827,133	525,879	10,589	100,510	1,464,111
Charge for year	70,455	18,273	-	6,051	94,779
Disposals	-	(9,885)	-	-	(9,885)
As at 31 March 2018	897,588	534,267	10,589	106,561	1,549,005
NET BOOK VALUE					
As at 31 March 2018	726,430	119,573	-	358	846,361
As at 31 March 2017	796,885	36,423	-	6,409	839,717

Notes to the financial statements for the year ended 31 March 2018

17. Heritage assets

The Trust's wildlife reserves are held to advance the conservation objectives of the charity and therefore are recognised as heritage assets. Such assets are central to the achievements of the Trust. Purchased heritage assets are included in the balance sheet at cost. Donated assets are only included in the balance sheet where a reliable valuation can be obtained at the date of donation.

The Trust has a published policy on reserves acquisition and disposal, this is entitled Wildlife Reserves Development Policy and can be found on the Trust's website at [Wildlife Reserves Development Policy](#).

Group and charity	2017/18	2016/17	2015/16	2014/15	2013/14
Wildlife reserves	£	£	£	£	£
Cost brought forward	1,048,858	1,048,858	1,048,858	1,048,858	1,048,858
Purchases in year	-	-	-	-	-
Disposals in year	-	-	-	-	-
Cost carried forward	1,048,858	1,048,858	1,048,858	1,048,858	1,048,858

33 wildlife reserves continue to be managed through an agreement or lease. The costs associated with entering these leases are expensed. Amounts spent maintaining these assets are integral to the work of the Trust and are not separately identified. Public access to the sites is generally unrestricted subject to health and safety, temporary operational or other restrictions.

Angus and Dundee local group were instrumental in the gifting of an extension to Balgavies Loch wildlife reserve during the year. Another reserve at Bogburn Flood was disposed of following the lapse of the management agreement. The site is a local biodiversity site and will be retained by West Lothian Council as part of their flood management system. The Trust's local group will continue to contribute to its management.

	As at 1 April 2017	Additions during year	Disposals during year	As at 31 March 2018
Purchase cost of wildlife reserves	£	£	£	£
38 costing less than £10k each	138,592	-	-	138,592
15 costing more than £10k but less than £30k each	247,273	-	-	247,273
Balgavies Loch	34,100	-	-	34,100
Hill of White Hamars	36,371	-	-	36,371
Montrose Basin	37,379	-	-	37,379
Linga Holm	38,851	-	-	38,851
Ayr Gorge Woodlands	40,701	-	-	40,701
Loch of the Lowes extension	65,000	-	-	65,000
Nethan Gorge extension (links upper and lower)	80,000	-	-	80,000
Hill of White Hamars ext 2006	116,115	-	-	116,115
Grey Hill Grasslands	214,476	-	-	214,476
	1,048,858	-	-	1,048,858

Notes to the financial statements for the year ended 31 March 2018

18. Investments

The investment powers of the Trust are contained in the Memorandum of Association allowing investment of “the monies of the Scottish Wildlife Trust not immediately required for its purposes in or upon such investments, securities or property as may be thought fit, subject nevertheless to such conditions (if any) and such consents (if any) as may for the time being be imposed or required by law and subject also as hereinafter provided”.

Brown Shipley is responsible for the day-to-day management of the investments and the custody of the related documents of title. All investments are held in the UK. There are no investments whose market value represents more than 5% of the total portfolio. The unrestricted main fund includes unquoted securities of £12,500 valued at par (2017: £12,500).

Group and charity	Unrestricted main fund		Endowment sub-total		Total	
	2018	2017	2018	2017	2018	2017
	£	£	£	£	£	£
Market Value at b/fwd	1,246,323	1,706,339	1,870,260	1,945,534	3,116,583	3,651,873
Purchases	1,046,708	992,863	952,046	1,249,912	1,998,754	2,242,775
Disposals	(272,037)	(1,695,685)	(578,349)	(1,601,100)	(850,386)	(3,296,785)
Donated shares	-	115	-	-	-	115
Gains/ (losses)	(87,880)	242,691	(47,759)	275,914	(135,639)	518,605
Market value c/fwd	1,933,114	1,246,323	2,196,198	1,870,260	4,129,312	3,116,583
Cash	49,399	835,854	67,254	453,409	116,653	1,289,263
As at 31 March	1,982,513	2,082,177	2,263,452	2,323,669	4,245,965	4,405,846
Cost at 31 March	1,872,293	1,852,753	2,096,711	1,968,981	3,969,004	3,821,734

Group and charity	Cumbernauld		Irvine		Endowment sub-total	
	2018	2017	2018	2017	2018	2017
	£	£	£	£	£	£
Market Value b/fwd	1,144,110	1,123,053	726,150	822,481	1,870,260	1,945,534
Purchases	544,474	731,860	407,572	518,052	952,046	1,249,912
Disposals	(384,686)	(877,115)	(193,663)	(723,985)	(578,349)	(1,601,100)
Donated shares	-	-	-	-	-	-
Gains/ (losses)	(26,597)	166,312	(21,162)	109,602	(47,759)	275,914
Market value c/fwd	1,277,301	1,144,110	918,897	726,150	2,196,198	1,870,260
Cash	38,390	205,371	28,864	248,038	67,254	453,409
As at 31 March	1,315,691	1,349,481	947,761	974,188	2,263,452	2,323,669
Cost at 31 March	1,214,967	1,120,548	881,744	848,433	2,096,711	1,968,981

Notes to the financial statements for the year ended 31 March 2018

Group and charity	Unrestricted Main fund		Endowment sub-total		TOTAL	
	2018	2017	2018	2017	2018	2017
	£	£	£	£	£	£
Unquoted	12,500	12,500	-	-	12,500	12,500
Fixed interest	471,589	311,320	349,688	348,578	821,277	659,898
UK equities	603,077	473,007	711,940	587,543	1,315,017	1,060,550
Overseas equities	554,747	309,297	870,942	722,338	1,425,689	1,031,635
Alternatives	-	41,310	-	-	-	41,310
Other	291,201	98,889	263,628	211,801	554,829	310,690
As at 31 March	1,933,114	1,246,323	2,196,198	1,870,260	4,129,312	3,116,583
Cash	49,399	835,854	67,254	453,409	116,653	1,289,263
	1,982,513	2,082,177	2,263,452	2,323,669	4,245,965	4,405,846

Group and charity	Cumbernauld		Irvine		Endowment sub-total	
	2018	2017	2018	2017	2018	2017
	£	£	£	£	£	£
Unquoted	-	-	-	-	-	-
Fixed interest	202,829	199,861	146,859	148,717	349,688	348,578
UK equities	420,213	356,195	291,727	231,348	711,940	587,543
Overseas equities	497,238	423,614	373,704	298,724	870,942	722,338
Alternatives	-	-	-	-	-	-
Other	157,023	164,440	106,605	47,361	263,628	211,801
As at 31 March	1,277,303	1,144,110	918,895	726,150	2,196,198	1,870,260
Cash	38,390	205,371	28,864	248,038	67,254	453,409
	1,315,693	1,349,481	947,759	974,188	2,263,452	2,323,669

The following investments, all within the General Fund are considered to be material in the context of the value of the portfolio as collectively they represent over 30% of the portfolio:

	2018	2017
	£	£
Aberforth Smaller Companies Trust	116,251	106,474
Capita Financial Managers Trojan Ethical Income	-	131,693
Compass Group PLC	62,586	122,438
F&C Fund Management Ltd	274,999	-
First State Investments (UK)	-	94,694
HICL Infrastructure Ltd	180,875	-
IShares IV Plc	163,131	-
Link Fund Solutions Ltd	197,646	-
National Grid	63,670	218,073
Rathbone Unit Trust Management Ethical Bond	173,351	-
SQN Asset Finance Income Fund Limited	-	178,472
Tesco Personal Finance Investments	95,226	88,064
The Renewables Infrastructure Group	208,449	-
Unilever PLC	108,776	108,336
	1,644,960	1,048,244

The Scottish Wildlife Trust holds the entire share capital of Natural Capital Scotland Limited (1 ordinary share of £1). Further details are shown within note 32.

Notes to the financial statements for the year ended 31 March 2018

19. Debtors

	Group		Charity	
	2018	2017	2018	2017
	£	£	£	£
Amounts falling due within one year				
Sundry debtors	84,169	138,464	160,237	98,266
Prepayments and accrued income	399,764	254,174	399,764	271,813
Income tax recoverable	84,171	77,144	84,171	77,144
Grants receivable	105,653	43,458	105,653	43,458
	<u>673,757</u>	<u>513,240</u>	<u>749,825</u>	<u>490,681</u>

20. Creditors

	Group		Charity	
	2018	2017	2018	2017
	£	£	£	£
Amounts due within one year:				
Other taxation and social security	50,230	48,925	50,230	48,925
Other creditors	418,005	397,517	407,420	393,764
Pension liability	200,962	173,064	200,962	173,064
Prepaid Income	194,127	298,288	194,127	108,088
	<u>863,324</u>	<u>917,794</u>	<u>852,739</u>	<u>723,841</u>

Prepaid income

Balance brought forward	298,288	57,908	108,088	57,908
Income released in year	(289,940)	(44,000)	(99,740)	(44,000)
Income deferred in year	185,779	284,380	185,779	94,180
Balance carried forward	<u>194,127</u>	<u>298,288</u>	<u>194,127</u>	<u>108,088</u>

21. Provisions

	Group		Charity	
	2018	2017	2018	2017
	£	£	£	£
Provision for dilapidations	249,893	183,862	249,893	183,862
Balance brought forward	183,862	177,157	183,862	177,157
Provided within year	66,031	6,705	66,031	6,705
Balance carried forward	<u>249,893</u>	<u>183,862</u>	<u>249,893</u>	<u>183,862</u>

Notes to the financial statements for the year ended 31 March 2018

22. Provision for pension payments

	Group		Charity	
	2018	2017	2018	2017
	£	£	£	£
Pension liability	1,713,921	1,279,541	1,713,921	1,279,541
Pension liability				
Balance brought forward	1,279,541	1,386,985	1,279,541	1,386,985
Payments made in year	(173,064)	(168,350)	(173,064)	(168,350)
Change in net present value	607,444	60,906	607,444	60,906
Balance carried forward	1,713,921	1,279,541	1,713,921	1,279,541
Amounts due within one year	200,963	173,064	200,963	173,064
Provision for pension payments	1,512,958	1,106,477	1,512,958	1,106,477
Pension liability	1,713,921	1,279,541	1,713,921	1,279,541

23. Contingent assets – legacy income

As at 31 March the charity had been notified of 22 legacies (2017: 16) that were not fully recognised in the Trust's financial statements as they were not sufficiently progressed to demonstrate entitlement, measurability and certainty of receipt.

Six (2017: 5) of these were residual legacies that are subject to life interests held by third parties. The likely income from these is in the region of £697,000 (2017: £695,000). Of the remainder, 15 were residual and 1 pecuniary, the likely income is in the region of £613,737 (2017: £100,000).

24. Contingent liabilities

The Trust is a member of a multi-employer pension scheme as disclosed in note 13. As such the Scottish Wildlife Trust has a contingent liability for the share of the scheme deficit borne by the other 17 scheme employers in the event of one or more of those employers becoming insolvent. The Council consider the likelihood of such an event occurring and having a material impact on the charitable company's liabilities to be remote.

Notes to the financial statements for the year ended 31 March 2018

25. Analysis of charitable funds

The Trust allocates overheads across all its activities. Where it receives income with a restriction, the direct costs plus the directly attributable overhead allocation is not always met in entirety by the restricted income. This results in a transfer from unrestricted activities effectively supporting restricted activities. The Trust acknowledges this, and promotes a policy of Full Cost Recovery wherever possible. The Trust is grateful for the external funding available and considers each case on its own merits to ensure that investment of unrestricted funds best supports delivery of the Trusts aims and objectives.

Funds summary

	Balance b/fwd £	Income £	Spend £	Transfers £	Investment gains/ (losses) £	Balance c/fwd £
Unrestricted funds	1,732,734	3,459,354	(2,658,554)	(840,480)	(87,880)	1,605,174
Restricted funds	3,083,739	2,270,342	(2,864,135)	840,480	-	3,330,426
Endowment funds	2,327,704	-	-	-	(47,759)	2,279,945
Charity	7,144,177	5,729,696	(5,522,689)	-	(135,639)	7,215,545
<u>Unrestricted</u>						
Group adjustments	(20,452)	422,778	(402,326)	-	-	-
Group	7,123,725	6,152,474	(5,925,015)	-	(135,639)	7,215,545

Unrestricted funds

	Group		Charity	
	2018 £	2017 £	2018 £	2017 £
Designated reserves	1,870,559	1,430,291	1,870,559	1,430,291
Fixed assets net book value	168,966	98,843	168,966	98,843
Pension liability	(1,713,921)	(1,279,541)	(1,713,921)	(1,279,541)
Free funds	1,169,350	1,233,265	1,169,350	1,253,717
Unrestricted funds	1,494,954	1,482,858	1,494,954	1,503,310
Unrestricted revaluation reserve	110,220	229,424	110,220	229,424
Total unrestricted reserves	1,605,174	1,712,282	1,605,174	1,732,734

Notes to the financial statements for the year ended 31 March 2018

Designated funds

Some unrestricted funds are designated, recognising the Trust's commitment to particular projects. Movements on designated funds in 2017/18 are shown below:

	Balance at 01/04/2017	New designation	Changes to Designations	Expensed in year	Balance at 31/03/2018
Saving Scotland's Red Squirrels	330,000	-	(80,000)	-	250,000
Cumbernauld Living Landscape	54,175	-	45,825	-	100,000
Coigach & Assynt Living Landscape	64,622	-	35,378	-	100,000
Wildlife reserve maintenance	100,000	643,515	-	(643,515)	100,000
Edinburgh Living Landscape Project	10,000	-	-	-	10,000
<u>Scottish Wildlife Trust Foundation</u>	<u>558,797</u>	<u>643,515</u>	<u>1,203</u>	<u>(643,515)</u>	<u>560,000</u>
Landscape architecture	30,000	-	-	-	30,000
Land agent	16,494	-	-	-	16,494
Capacity building	-	275,000	-	-	275,000
Pension deficit	825,000	-	164,065	-	989,065
Total designated funds	1,430,291	918,515	165,268	(643,515)	1,870,559

Council has a policy of designating all unrestricted legacy income through the Scottish Wildlife Trust foundation. The following funds are in existence:

- 1) Saving Scotland's Red Squirrels – the Trust has embarked on a further five year project (2017 – 2022) to deliver a more sustainable species protection model. The designated reserve underpins delivery of this HLF-funded phase of work, as well as the longer term aspirations in relation to red squirrel populations in Scotland.
- 2) Cumbernauld Living Landscape – during the financial year the Trust started to develop a project concept to outline how to deliver the vision to enhance, restore and reconnect green areas of Cumbernauld. Funded by an HLF grant, the Natural Connections project aims to tackle issues at an ecosystem scale: to expand the existing ecological connections and to create a network of people who are passionate about nature and have the skills to protect and restore the local environment. The designated reserve underpins the project given uncertainties in relation to match funding.
- 3) Coigach & Assynt Living Landscape – working with a broad range of partners, the Trust is in the delivery phase of the project (2016 - 2021), thanks to funding secured from the Heritage Lottery Fund. The Trust continues to develop capacity and outputs of the native woodland tree nursery in the locality. The designated reserve supports the match funding financial risk in relation to the project and the broader work in the living landscape area.
- 4) Wildlife reserve maintenance and improvements – income from legacies is set aside each year for the purpose of maintaining and enhancing the Trust's wildlife reserves.
- 5) Edinburgh Living Landscape – continues to be developed and delivered in partnership with several other partners.

Other designated funds

- 1) Landscape architecture – work on the importance of nature in towns and cities through provision of advice, design tools, policy and advocacy continues and this fund will be used to support delivery of this activity during 2018/19.
- 2) Land agent – the Trust will employ a land agent during 2018/19 and the work will be funded through this designated reserve.
- 3) Capacity building – the 2018/19 budget invests in a number of additional measures supporting the Trust's ability to increase engagement, giving and optimise delivery of its

Notes to the financial statements for the year ended 31 March 2018

vision. The designated reserve will be used to fund this increased expenditure as well as providing the potential to match any funding which might be developed for further capacity building opportunities.

- 4) Pension deficit – following receipt of the revised pension deficit repayment plan, Council reconsidered the requirement for the pension deficit designated reserve. Due to the gap between anticipated annual surpluses and the annual pension deficit repayments, the designated reserve has been set at a level which matches the cash shortfall for the duration of the repayment agreement in order to strengthen the validity of financial reserves policy.

26. Endowment funds

The Cumbernauld fund was set up in 1995 with £832,000 received from the Cumbernauld Development Corporation. The Irvine fund was set up in 1996 with £530,000 received from the Irvine Development Corporation. Both funds were established to enable the Scottish Wildlife Trust to manage the towns' green spaces in perpetuity for the benefits of the residents and wildlife. Any unspent balance and gains / losses arising are credited back to the endowment fund.

Endowment spend is limited to the terms of the gift and the Trust continues to manage wildlife reserves and invest in projects within both Cumbernauld and Irvine.

Group and parent Endowment funds	As at 1 April 2017 £	Investment income £	Expenditure £	Investment gains/ (losses) £	Transfers £	As at 31 March 2018 £
Cumbernauld	1,341,292	-	-	(26,597)	-	1,314,695
Irvine	986,412	-	-	(21,162)	-	965,250
Total	2,327,704	-	-	(47,759)	-	2,279,945

27. Restricted funds

Group and parent Restricted funds > £50k	Balance at 1 April 2017 £	Income Received £	Expenditure £	Transfers £	Balance at 31 March 2018 £
Property	734,403	-	(58,756)	-	675,647
Wildlife reserves	1,027,735	-	-	-	1,027,735
Saving Scotland's Red Squirrels	108,230	664,392	(767,801)	231,980	236,801
Other funds	1,213,371	1,605,950	(2,037,578)	608,500	1,390,243
	3,083,739	2,270,342	(2,864,135)	840,480	3,330,426

Both the property and wildlife reserves funds reflect the carrying value of assets acquired through restricted funding. The Saving Scotland's Red Squirrels (SSRS) restricted fund is disclosed separately due to the project value. A number of other projects, for which restricted income was received during 2017/18, are included within the heading of "Other funds".

Notes to the financial statements for the year ended 31 March 2018

28. Analysis of group net assets between funds

	General unrestricted fund £	Restricted funds £	Endowment funds £	Total funds £
Fixed assets	168,966	1,726,253	-	1,895,219
Investments	1,982,513	-	2,263,452	4,245,965
Net current assets	966,653	1,604,173	16,493	2,587,319
Long-term liabilities	(1,512,958)	-	-	(1,512,958)
	<u>1,605,174</u>	<u>3,330,426</u>	<u>2,279,945</u>	<u>7,215,545</u>

29. Post-balance sheet events

There were no post balance sheet events.

30. Reconciliation of net movement in funds to net cash flow from operating activities

	Group		Charity	
	2018 £	2017 £	2018 £	2017 £
Net movement in funds	91,820	1,380,228	71,368	1,400,680
Add back depreciation charge	94,779	104,057	94,779	104,057
Deduct investment income	(130,102)	(106,151)	(130,102)	(106,132)
Deduct donated shares	-	(115)	-	(115)
Deduct realised gains/(losses) on investments	(171,511)	(334,709)	(171,511)	(334,709)
Deduct unrealised gains/(losses) on investments	307,150	(183,896)	307,150	(183,896)
Add cash used in financing activities	1,172,610	(1,048,504)	1,172,610	(1,048,504)
Deduct gain on sale of fixed assets	(4,623)	(21,526)	(4,623)	(21,526)
(Increase)/decrease in stocks	1,152	1,301	1,152	1,301
(Increase)/decrease in debtors	(160,517)	(152,273)	(259,144)	(88,512)
Increase/(decrease) in creditors	11,561	402,667	194,929	219,247
Increase/(decrease) in pension	406,481	(112,158)	406,481	(112,158)
Net cash inflow/(outflow) from operating activities	<u>1,618,800</u>	<u>(71,079)</u>	<u>1,683,089</u>	<u>(170,267)</u>

Notes to the financial statements for the year ended 31 March 2018

31. Financial commitments

Financial commitments comprise the loan financing provided under non-cancellable operating leases and their expiry dates were as follows:

	2018	2017
	Land and buildings	Land and buildings
	£	£
Amounts payable falling due within one year	19,576	33,088
Amounts payable falling due in more than one year but less than five years	124,327	178,250
Amounts payable falling due after five years	-	-
Total	143,903	211,388

32. Natural Capital Scotland Limited

Natural Capital Scotland Limited is a wholly owned trading subsidiary of the Scottish Wildlife Trust (a company registered in Scotland, registered number SC424744). It is used as a vehicle to run the World Forum on Natural Capital conference for reasons of risk management. A third World Forum on Natural Capital was held on 27th and 28th November 2017.

The summary financial performance of the subsidiary alone is:

	2018	2017
	£	£
Turnover	422,778	650
Other interest receivable and similar income	-	19
Cost of sales	(302,175)	(12,327)
Admin expenses	(10,501)	(8,779)
Net profit	110,102	(20,437)
Tax on loss on ordinary activities	-	(15)
Net profit/(loss)	110,102	(20,452)
Total funds brought forward	(20,452)	-
	89,650	(20,452)
Distribution to parent company	(89,650)	-
Total funds carried forward	-	(20,452)
The assets and liabilities of the subsidiary were:		
Debtors	13,583	44,350
Cash at bank and in hand	86,653	150,942
Creditors	(100,235)	(215,743)
Total assets less current liabilities	1	(20,451)
Called up share capital	1	1
Profit and loss account	-	(20,452)
Shareholder funds	1	(20,451)

Achievements and performance in 2017/18

Healthy ecosystems

Five Year Plan operational objective	Achievements in 2017/18
LANDSCAPE-SCALE APPROACHES TO THE PROTECTION AND RESTORATION OF NATURE ARE WIDELY ADOPTED	
Deliver campaigns and advocacy to improve understanding of the benefits of healthy ecosystems	<p>Aim(s): to undertake active advocacy on at least four topics (including sustainable forest management, land stewardship, uplands and climate change).</p> <ol style="list-style-type: none"> Written and oral evidence was provided to the Rural Economy and Connectivity (REC) Committee on the Forestry and Land Management Bill backed up with face-to-face meetings with six MSPs, the Bill team and CEO of Forestry Commission Scotland and others. Briefings were provided to MSPs for the Stage 1 Forestry Bill debate. A series of ten summer reserves visits were held with MSPs from the Environment, Climate Change and Land Reform (ECCLR) Committee and the REC Committee to discuss the forthcoming Climate Change Bill and the Trust's blueprint for a Land Stewardship Policy (LSP) - which includes upland management. The LSP was also advocated through meetings with two Cabinet Secretaries for ECCLR and REC and the Chief Agricultural Officer. The Trust responded to the consultation for the Climate Change Bill and, in relation to climate change adaptation and in line with the Trust's vision, continued to advocate for a National Ecological Network (NEN). Work with Scottish Environment LINK continued to ensure Scottish Natural Heritage takes forward the NEN concept to action on the ground under the Scottish Biodiversity Strategy. Environmental issues in relation to Brexit were discussed with the Cabinet Secretary for ECCLR, the First Minister's Special Advisor, the 'Brexit' Minister and the Trust CEO is also a member of the Scottish Government's Round Table for Environment and Climate Change which provide advice to Government at all levels up to the First Minister.
Introduce the concept of Ecological Urbanism and champion the case for its practical adoption	<p>Aim(s): to finalise and launch Policy Futures 4 on 'ecological urbanism'.</p> <ol style="list-style-type: none"> Policy Futures 4, entitled <i>Living Cities: towards ecological urbanism in Scotland</i>, was finalised and will be launched at a suitable date and venue in 2018. Four presentations on the ideas and practical application of Policy Futures 4 were given to external conferences. Trust CEO appointed Chair of the International Union for Conservation of Nature's (IUCN) newly created Urban Alliance. Refined and finalised a text format of the Natural Capital Planning Standard – a tool which enables developers and planners to build in natural features to new developments in a systematic way. Pilot projects to test the Standard are

Achievements and performance in 2017/18

	underway at Pollock Halls (Edinburgh University).
Strengthen our <i>Living Landscapes</i> in Coigach & Assynt, Cumbernauld and Edinburgh and further champion <i>Living Seas</i>	<p>Aim(s): to build the brand and deliver a Sharing Good Practice style event of <i>Living Landscapes</i> (CALL, ELL and CLL).</p> <ol style="list-style-type: none"> A brandable Living Landscape website platform was developed to provide some consistency in structure across the Trust's Living Landscape websites. Living Landscape activities and best practice were promoted across a wide range of communication channels and events. Cumbernauld Living Landscape received the accolade of winner in the Youth and Education category of the Nature of Scotland Awards. Coigach & Assynt Living Landscape was profiled in the Scottish Government's Land Reform, Rights and Responsibilities Statement as an example of Principle 6 – "There should be greater <i>collaboration and community engagement in decisions about land</i>".
	<p>Aim(s): to publish Phase 2 programme on Cumbernauld Living Landscape, working with Central Scotland Green Network Trust (CSGNT) to develop a delivery mechanism for 'green routes' through the town to encourage more walking and cycling in nature.</p> <ol style="list-style-type: none"> A strategic overview of habitat and access requirements in Cumbernauld was completed, providing the most comprehensive assessment to date. The Trust supported CSGNT to take the lead on delivery of Green Routes with detailed designs produced connecting the Town Centre to Abronhill (Route 2), public consultation completed and funding applications for implementation developed.
	<p>Aim(s): to publish impact report for Edinburgh Living Landscape (ELL).</p> <ol style="list-style-type: none"> An impact report was prepared and the design format signed off by the ELL Project Board.
	<p>Aim(s): to develop business model for Coigach & Assynt Living Landscape tree nursery and secure funding.</p> <ol style="list-style-type: none"> A business model for the tree nursery was prepared, facilitating additional funding and investment in enhanced staff capacity.
	<p>Aim(s): to lead on delivery of five Coigach & Assynt Living Landscape Partnership Scheme projects.</p> <ol style="list-style-type: none"> Marine Project: Two boat-based educational trips were conducted in partnership with the Hebridean Whale and Dolphin Trust, as were open boat evenings and four monitoring trips for 31 educational sessions. A total of 318 children were engaged in school sessions or took part in floating classrooms; 18 secondary school children visited the

Achievements and performance in 2017/18

	<p>boat; and 74 members of public visited the boat, came to a talk or took part in a headland watch. A marine-based Food Festival was also organised.</p> <ul style="list-style-type: none"> b. Deer Management: Trained 15 people in deer management, and four people in earth-friendly all-terrain vehicle (ATV) driving. Provided ongoing support to develop habitat assessment skills. Worked with the Deer Management Group and a neighbouring landowner to implement a cull plan on the Ben Mor Coigach reserve. c. Postie's Path: Completed a basic survey of the Postie's Path. Community consultation planned to agree next steps. d. Achlochan Coastal Heritage: Archaeological survey and site management plans for built and natural heritage were developed for Achlochan. Achlochan Broch and the surrounding built heritage structures were stabilised, and World War I rifle range targets were consolidated. Reed clearance and loch management was initiated, with regular bird observations. e. Crofting Project: Implementation of this project was delayed due to funding uncertainty; however a Sustainable Crofting & Rural Projects Co-Ordinator was recruited in March and will initiate the crofting project from mid-April 2018.
	<p>Aim(s): to act as Scheme Administrator for the Coigach & Assynt Living Landscape Partnership Scheme including submission of quarterly Heritage Lottery Fund (HLF) claims and development of Year 2 work programme.</p> <ul style="list-style-type: none"> a. Scheme administration for project partners and HLF all completed. b. Scheme staffing completed with recruitment of a Sustainable Crofting and Rural Project Coordinator and a Training, Events and Volunteer Coordinator. c. Nine local grants were awarded in the first year of the Community Grants scheme. d. Identified a range of alternative projects to substitute elements of the original programme which are no longer viable.
	<p>Aim(s): to champion Living Seas through marine planning programme: to ensure key elements of Trust's inshore fisheries policy are incorporated into inshore fisheries bill; to seek opportunities to promote the Trust's policy on decommissioning</p> <ul style="list-style-type: none"> a. To date there have been no further advancements in the development of an Inshore Fisheries Bill by the Scottish Government. b. Advocated for the Trust's policy on decommissioning and for a proposed marine environmental fund with research professors and industry experts including Shell Brent, North Sea Futures, the UK Oil and Gas Authority, and the UK department of Business Energy and Industrial Strategy. c. Established a working relationship with North Sea Futures,

Achievements and performance in 2017/18

	<p>becoming part of their International Forum on Offshore Marine Ecosystems and presenting at their annual meeting about the establishment of a marine environmental fund.</p> <p>d. Provided oral and written evidence to inform the ECCLR Committee's inquiry into salmon farming in Scotland.</p> <p>e. The Trust's Marine Planning Officer took on the role of convener for Scottish Environment LINK's sub-group on aquaculture.</p> <p>f. Met with Scottish Environmental Protection Agency (SEPA) to discuss their sectoral review of the aquaculture industry.</p>
FRAGMENTED WILDLIFE HABITATS ARE MORE CONNECTED AND RESILIENT	
Establish new <i>Living Landscapes</i> and <i>Living Seas</i> partnerships which incorporate the Trust's wildlife reserves	<p>Aim(s): to complete the policy review of Living Landscapes and establish criteria for future selection of partnerships.</p> <p>a. Scope for policy review agreed and indicators incorporated into Trust's Impact Framework.</p>
	<p>Aim(s): to complete the agreed project work (and associated reporting) for Clyde and Avon Valley Landscape Partnership scheme.</p> <p>a. Constructed a viewpoint at Lower Nethan Gorge and installed an information panel to interpret the wildlife and history of the reserve.</p> <p>b. The five-year project was completed with an access and interpretation upgrade at Falls of Clyde.</p>
	<p>Aim(s): to develop Trust projects within an (RSPB-led) Stage 2 HLF application for Garnock Connections.</p> <p>a. Contributed to the Landscape Partnership bid which was subsequently approved by HLF, securing £1.35m towards 25 projects, including on four Trust reserves.</p> <p>b. Completed the hydrological plan for the first project at the Trust's Garnock Floods reserve.</p>
	<p>Aim(s): To contribute to the development of a landscape-scale project in Morven that incorporates woodland restoration and sustainable deer management issues.</p> <p>a. Completed an initial Herbivore Impact Assessment analysing over 100 vegetation plots.</p> <p>b. A revised deer management plan for the Morven Deer Management Sub-Group was initiated.</p> <p>c. Negotiated the cessation of sheep grazing on Rahoy Hills to take pressure off fragile soils and grassland vegetation.</p>
	<p>Aim(s): to incorporate Keltneyburn reserves into the (JMT-led) Heart of Scotland project, identifying landowners in the gap sites and negotiating new management agreements.</p> <p>a. Eight landowners owning or managing the designated sites along a woodland corridor between Keltneyburn reserve and the larger partnership area have been identified.</p> <p>b. First landowners have been approached and asked to consider</p>

Achievements and performance in 2017/18

	entering into a management agreement with the Scottish Wildlife Trust.
	<p>Aim(s): to complete habitat management at Cambus Pools as part of Inner Forth Landscape Initiative.</p> <p>a. An amphibious reed cutter was used to create more open habitats at the reserve, completing the Trust's component of the three-year project.</p>
	<p>Aim(s): to develop a Living Landscape project concept around our management objectives for Largiebaan.</p> <p>a. Project plan and financial case developed for Largiebaan (woodland, peatland and upland grassland).</p> <p>b. Initial peat depth survey work completed.</p> <p>c. New short-term tenancy agreed for sheep farming on part of the reserve.</p>
Champion the case for the practical adoption of a <i>National Ecological Network</i>	<p>Aim(s): to agree a formal proposal for delivering a National Ecological Network (working with SNH and LINK).</p> <p>a. Proposal agreed with LINK and submitted to SNH to advise on implementation, road map document then agreed with LINK and SNH and now progressing to discussions with the Scottish Government.</p>
Demonstrate the implementation of the <i>National Ecological Network</i> through a new flagship project	<p>Aim(s): to develop the 'Riverwoods' project concept by finalising partners and developing a funding bid.</p> <p>a. Initial scoping work undertaken, but project development deferred to 2018/19.</p>
	<p>Aim(s): to contribute to the Ayrshire Nectar Network: to have 12 sites delivering habitats for pollinators; to survey and develop projects for two new sites.</p> <p>a. 25 Nectar Network sites are now actively delivering habitats for pollinators.</p> <p>b. Seven sites were surveyed and five new sites established.</p>

Achievements and performance in 2017/18

Protected places

Five Year Plan operational objective	Achievements in 2017/18
OUR WILDLIFE RESERVES ARE DELIVERING MULTIPLE BENEFITS FOR WILDLIFE AND PEOPLE	
Demonstrate best practice in managing our wildlife reserves including re-wilding selected reserves	<p>Aim(s): to complete the Strategic Review of Wildlife Reserves with recommendations to Council and development of an implementation plan.</p> <ul style="list-style-type: none"> a. Review completed and Council adopted nine strategic recommendations around partnerships, land management effectiveness, volunteering and fundraising. b. Recommendations now being progressed.
	<p>Aim(s): to produce and implement management plans or statements for 13 wildlife reserves.</p> <ul style="list-style-type: none"> a. 11 management plans and statements produced.
	<p>Aim(s): to achieve 97% of designated features in favourable or unfavourable recovering condition by 31 March 2018.</p> <ul style="list-style-type: none"> a. Achieved 93% of designated features on reserves in favourable or unfavourable recovering condition.
	<p>Aim(s): to review the Reserve Monitoring Strategy, implement one basic monitoring survey and seven detailed surveys.</p> <ul style="list-style-type: none"> a. All planned surveys and monitoring carried out – on Handa Island, Rahoy Hills and five grazed reserves in Fife and Falkirk. b. Wetland Bird Survey completed at Montrose Basin. c. Reserve Monitoring Strategy review delayed to quarter two 2018/19 when a sub group of the Strategic Reserve Review will be established.
Reinforce the role of wildlife reserves in the Trust's wider work including education, community engagement and advocacy	<p>Aim(s): to develop and start promoting a rotating set of web based 'featured wildlife reserves' highlighting topical issues and opportunities.</p> <ul style="list-style-type: none"> a. Launched a blog series promoting seasonal highlights on reserves.
	<p>Aim(s): to develop an evidence base capturing the need and opportunities for volunteering on our reserves and to secure 6,000 volunteer days undertaking practical conservation.</p> <ul style="list-style-type: none"> a. A Strategic Review of Volunteering established the most significant priorities and opportunities for volunteers across the Trust's work. b. 5,808 days of practical conservation were undertaken (despite severe weather conditions in quarter four).
CRITICAL HABITATS ARE SAFEGUARDED AND RESTORED	
Provide leadership within the International Union for	<p>Aim(s): Policy Science – to publish UK Strategy for Peatlands, review the Commission of Inquiry and develop an online</p>

Achievements and performance in 2017/18

<p>Conservation of Nature (IUCN) UK Peatland Programme</p>	<p>restoration and training handbook. Funding Mechanisms – to develop peatland casework examples on natural capital benefits.</p> <ol style="list-style-type: none"> The Trust continued to host, and chair, the IUCN UK Peatland Programme during the year. Completed the 'UK Peatland Strategy' which implements international recommendations for peatlands and is the first document of its kind in the UK; received endorsement from a wide partnership of NGOs, government and devolved administrations. Began an update to the 'Commission of Inquiry on Peatlands' (2011) with the evidence and views around six peatland topics being examined. Further developed the Peatland Code – a standard to ensure that the outcomes of private investment in peatland restoration are effective and verifiable; now testing the Code with real case examples. Restored a site in the Scottish Borders utilising voluntary carbon finance (accredited through the Peatland Code) combined with SNH Peatland Action grant. This provides an exemplar of Peatland Code funding matching existing government funds to support peatland restoration and ongoing management. An online restoration and training handbook was finalised as a key resource for peatland practitioners. The handbook was based largely on work carried out by the Trust during the Lowland Raised Bog Conservation project in the 1990s. The peatland team also produced a series of briefings and other communications on key issues facing peatlands, refined a peatland map to highlight the challenges ahead in different parts of the UK and organised a sell-out conference in the Peak District National Park.
<p>Undertake targeted campaigns and planning casework to protect high-priority marine and terrestrial habitats under threat</p>	<p>Aim(s): to respond to Coul Links and any other key terrestrial and marine planning case work (including marine regional plans) as capacity allows.</p> <ol style="list-style-type: none"> The Trust led on a campaign to stop the development of the Coul Links golf course which would threaten a SSSI, SPA and Ramsar protected site. This included responding to the planning application, coordinating campaign materials with partner organisations and maintaining a social media and media presence. The Trust helped to support the activities of the Not Coul campaign group through the provision of advice. The Trust's network of planning volunteers also engaged with local developments, including on the Ardeer Peninsula and in connection with forestry creation proposals in Stirlingshire.

Thriving species

Five Year Plan
operational objective

Achievements in 2017/18

Achievements and performance in 2017/18

THE DECLINE OF KEY PRIORITY SPECIES HAS BEEN REVERSED	
Inspire and empower land managers and local communities to help save the red squirrel in Scotland	<p>Aim(s): to deliver strategic grey control in target areas (Aberdeen, Highland boundary line and Priority Areas for Red Squirrel Conservation (PARCs)).</p> <ol style="list-style-type: none"> Activity in the three target areas continued with notable increase in red squirrels in Aberdeen in response to grey squirrel control. Highland boundary line defended successfully from grey incursion. Threat from grey squirrel incursion in the South is increasing and review of PARCs will help better target actions.
	<p>Aim(s): to implement an Ecological Monitoring and Evaluation Programme.</p> <ol style="list-style-type: none"> Annual survey completed and published online. Continued to collect grey squirrel data from staff, landowners and volunteers.
	<p>Aim(s): to develop a web-based data management system and Community Hub.</p> <ol style="list-style-type: none"> Data management system and community hub specification agreed and commissioned, and development underway. Due for completion and launch in June/July 2018.
	<p>Aim(s): to develop 'Saving Scotland's Red Squirrels – Developing Community Action' (SSRS-DCA) brand identity and secure profile for the project through media and social media.</p> <ol style="list-style-type: none"> SSRS-DCA brand identity redesigned and rolled out across platforms. Achieved a good level of coverage on traditional media (40 pieces of national coverage, 590 pieces of regional coverage), and increased social media following on SSRS pages.
	<p>Aim(s): to increase volunteer networks in South Scotland to at least seven, to increase the average volunteers per network to 15.</p> <ol style="list-style-type: none"> Seven volunteer networks established: <ul style="list-style-type: none"> - Save Our Squirrels Berwick - Annan Red Squirrel Group - Mid Nithsdale Red Squirrel Network - Gatehouse Squirrel Group - Glenkens Red Squirrel Group - Solway Forests Red Squirrel Network - Kirkcudbright Red Squirrel Network. <p>Average membership of 28 per network.</p>
	<p>Aim(s): to deliver 40 community engagement and training events and develop and distribute stakeholder toolkit.</p> <ol style="list-style-type: none"> Stakeholder toolkit prepared including details on project, key messages, information about the Partnership. Design work and distribution to be completed in 2018.

Achievements and performance in 2017/18

	b. 53 community engagement and training events completed.
Refresh our <i>Flagship Species Framework</i> and implement action for selected species	<p>Aim(s): to provide leadership on communications within the Steering Group for Scottish Wildcat Action and support the development of a clear set of annual goals with the new Communications Co-ordinator.</p> <p>a. New Communications Coordinator appointed and continued to provide strategic input into project communications and campaigns.</p>
	<p>Aim(s): to review and relaunch a refreshed Priority Species Action list.</p> <p>a. Published a new Priority Species webpage and started, by engaging with flexi volunteers, to update and rebrand species profile dossiers.</p>
WE HAVE BUILT SUPPORT FOR THE RETURN OF KEYSTONE SPECIES TO SCOTLAND	
Champion the establishment of sustainable beaver populations in Scotland	<p>Aim(s): to undertake the planned Scottish Beavers re-enforcement work at Knapdale and associated survey, engagement and communications activity.</p> <p>a. Licence secured with RZSS for further three-year project, with four beavers released and 2x six month field surveys supported.</p> <p>b. Successful national and local community stakeholder consultation undertaken.</p> <p>c. 100 + media reports, blog and local engagements undertaken.</p>
Build a strong case for the re-introduction of the lynx	<p>Aim(s): to support the work of the National Species Re-introduction Forum: Lynx sub group.</p> <p>a. Lynx sub-group completed its work identifying the gaps in knowledge and evidence to inform the assessment of any future licence application.</p>

Achievements and performance in 2017/18

A Scotland that values and benefits from nature

Five Year Plan operational objective	Achievements in 2017/18
PEOPLE ARE MORE CONNECTED TO NATURE AND INCREASINGLY CHAMPIONING ITS BENEFITS	
Inspire and educate people of all ages and backgrounds about wildlife and the natural world	<p>Aim(s): to provide at least 28,000 inspiring interactions with the natural world through education and events:</p> <ul style="list-style-type: none"> a. Delivered 32,973 inspiring interactions. b. 26,742 through informal activities and 6,231 through formal education work. c. 12 internships delivered across the Trust and nine Community Jobs Scotland placements delivered, each are for 12-month placements and targeted specifically at people with serious barriers to employment. d. Recruited 789 active volunteers.
	<p>Aim(s): to attract more than 50,000 visits to our visitor centres.</p> <ul style="list-style-type: none"> a. 55,249 visits recorded - 19,897 to the Loch of the Lowes Visitor Centre; 12,474 to the Montrose Basin Visitor Centre; 22,878 to our Falls of Clyde Visitor Centre.
	<p>Aim(s): to maintain a network of at least 32 active Wildlife Watch groups around Scotland.</p> <ul style="list-style-type: none"> a. 30 Wildlife Watch groups active around Scotland, five new groups established and nine groups closed. b. 92 Wildlife Watch volunteer leaders and helpers engaged in actively supporting group activity, nine support visits carried out to ensure compliance.
	<p>Aim(s): to identify the strongest opportunity for the Trust to grow its impact through citizen science.</p> <ul style="list-style-type: none"> a. A project bringing together local Trust supporters and golf clubs has been developed to an early stage.
	<p>Aim(s): to attract at least 400,000 unique users to the Trust's main website and develop a strategic measure of the Trust's cumulative online reach.</p> <ul style="list-style-type: none"> a. Attracted over 430,000 users from 171 countries to the Trust's website. b. Developed a measure of cumulative online reach and started reporting on it.
	<p>Aim(s): to achieve 60 million "opportunities to see" (OTS) per quarter through targeted media work.</p> <ul style="list-style-type: none"> a. An average of 75 million OTS per quarter was achieved. <ul style="list-style-type: none"> - Significant coverage includes a major feature on Coul Links on Radio 4's Costing the Earth; - appearances on television programmes such as the One Show, Countryfile and Landward;

Achievements and performance in 2017/18

	<ul style="list-style-type: none"> - articles in national newspapers including the Guardian, Times, Scotsman; and - a number of international magazine features on our snorkel trails.
	<p>Aim(s): to encourage people to visit, experience and better engage with greenspaces within Cumbernauld by completing Cumbernauld Natural Connections, develop concept and initiate fundraising for Natural Connections II.</p> <ol style="list-style-type: none"> Completed Natural Connection project - delivering 11 education workshops for young people, 15 Nature Ninja volunteer sessions and a successful celebration event. Developed the concept for Natural Connections II - mapping and prioritising opportunities for habitat and access projects, and working with 5 'hard-to-reach' groups to better understand their needs and their barriers to engaging with their local greenspaces.
	<p>Aim(s): to deliver targeted communications for Edinburgh Living Landscape, deliver the pollinator pledge and implement the shoreline project.</p> <ol style="list-style-type: none"> Launched the ELL website, attracting 2,954 unique users Grew the ELL social media following to 598 on Facebook and 1,785 on Twitter. Over 100 people have signed up to the Pollinator Pledge and options for promoting more widely are being planned. RBGE secured development funding for the Edinburgh Shoreline Project which the Trust supports.
	<p>Aim(s): to deliver the Marine Community Project including, rock pool trail, seafood festival and educational engagement regarding marine surveys, and to formalise a plan for a Scotland-wide network of snorkel trails and assess funding options.</p> <ol style="list-style-type: none"> Developed concept for a Scotland-wide snorkel trail and held initial meeting with community groups in other areas. Launched the Harris Snorkel Trail in partnership with the North Harris Trust. Wildlife snorkel trails was featured on Landward and Countryfile and in a number of international publications and received the accolade of winner in the Nature Tourism category of the Nature of Scotland Awards. Community beach cleans continued, including a one at Dun Canna beach where a 'beach clean station' was also developed. With help from the local high school, a remote operated vehicle was built to survey the sea bed. Held a 'Seafood Celebration' day where local businesses cooked sustainably locally caught seafood and explained sustainable fisheries. Worked with Ullapool Harbour to install artificial rock pools on a new jetty allowing local young people to chart the

Achievements and performance in 2017/18

	progress of wildlife moving into and colonising these new “rock pools”.
Develop a network of champions for nature including a growing number of engaged members and supporters	<p>Aim(s): to develop and launch a platform that enables people who want to champion nature to connect both on- and offline.</p> <ul style="list-style-type: none"> a. In partnership with Scottish Badgers we launched the Trust’s first Special Interest Group - a new volunteer Badger Hub initiative at Falls of Clyde which included joint volunteer roles for badger surveyors, badger watch helpers, trail camera volunteers and virtual badger champion, with a total of 79 volunteers registered. b. Two ‘Climate Conversations’ held by Trust volunteers and staff with results fed back to Scottish Government Scotland 2030 Project.
	<p>Aim(s): to report progress at the next AGM against each of the new ideas and initiatives outlined to members at the 2016 National Members’ Day.</p> <ul style="list-style-type: none"> a. National Members Day held in Glasgow; members enjoyed presentations by Jonny Hughes, Chief Executive and a guest speaker, Dr Larissa Naylor, lecturer in Physical Sciences at the University of Glasgow.
	<p>Aim(s): to deliver Marine Protected Area mobile species campaign (in partnership with Marine Conservation Society) in relation to the basking shark.</p> <ul style="list-style-type: none"> a. This campaign is delayed until end of 2018 due to consultation date change.
THE VALUE OF NATURE IS UNDERSTOOD BY THE PUBLIC AND PRIVATE SECTORS AND GIVEN PROMINENCE IN DECISIONS	
Develop policy recommendations and secure their promotion by key influencers and adoption by decision-makers	<p>Aim(s): to undertake active advocacy of natural capital approach within business (e.g. using the Natural Capital Protocol) and within government to improve metrics and reporting.</p> <ul style="list-style-type: none"> a. We continued to promote a natural capital-based approach both within Government (including through advocacy of our Land Stewardship Policy) and in land management businesses.
	<p>Aim(s): to deliver the third World Forum on Natural Capital.</p> <ul style="list-style-type: none"> a. The World Forum took place on 27 and 28 November and was attended by the First Minister and more than 700 delegates from 60 countries.
Inspire leadership in the stewardship of our natural environment through the Scottish Forum on Natural Capital	<p>Aim(s): to develop a sustainable funding model to support the Secretariat for the Scottish Forum on Natural Capital.</p> <ul style="list-style-type: none"> a. Sponsorship secured from a range of members of the Scottish Forum on Natural Capital but discussion ongoing in relation to a sustainable financial funding model, particularly over appropriate levers within business and government to access funding.

Achievements and performance in 2017/18

	<p>Aim(s): to provide leadership and support through the Secretariat of the Scottish Forum and achieve demonstrable progress under each of the forum's three strategic themes.</p> <p>three strategic themes.</p> <p>a. Impact through legislation:</p> <ul style="list-style-type: none"> • We continued to keep natural capital high on the agenda for the Scottish Government, with renewed high-level commitments from the First Minister and in the revised National Performance Framework, where natural capital appears as an indicator against both environmental and economic outcomes. • The Scottish Government hosted the inaugural Government Dialogue on Natural Capital, which took place at the World Forum on Natural Capital and was attended by representatives from 16 countries, as well as from the European Commission and a range of non-governmental organisations. The focus was on sharing experiences and discussing how natural capital approaches can be scaled up. <p>b. Impact through knowledge and innovation:</p> <ul style="list-style-type: none"> • In response to a demand from stakeholders for an easily digestible overview of things already happening in Scotland, we produced a 14-minute film for the Scottish Forum with support from the Macaulay Development Trust. • We also commissioned consultants to produce a natural capital analysis to inform the spending plans connected with Stirling City Deal (also referenced below). We believe this is the first time that a natural capital balance sheet has been produced to inform long-term investment plans for City Deals. <p>c. Impact through collaborative action:</p> <ul style="list-style-type: none"> • We supported Scottish Natural Heritage to facilitate a Roundtable discussion on natural capital between the agencies in Scotland, and secured a commitment that this will become an annual event. • We supported a SEPA-led event on 'Rewiring the economy' which has kick-started a series of conversations about how businesses can play a role in helping the Scotland to meet its commitment to achieving the Sustainable Development Goals.
	<p>Aim(s): to work with at least three key stakeholder organisations to trial/adopt the application of natural capital related tools.</p> <p>a. Supported Crown Estate Scotland during their ground-breaking trial of the Natural Capital Protocol and supported SP Networks during their natural capital trial work. Helped contract and produce a report for Stirling Council looking at the potential for Natural Capital investments associated with the Stirling City Region Deal.</p>

Strong foundations

Achievements and performance in 2017/18

Five Year Plan operational objective	Achievements in 2017/18
STAFF AND VOLUNTEERS CONTINUE TO BE MOTIVATED SKILLED AND HIGHLY EFFECTIVE	
Support and develop staff to foster a safe, vibrant, sustainable and high-performance culture	<p>Aim(s): to find opportunities to promote staff engagement – complete update to Employee Handbook, plan and deliver staff conference.</p> <ol style="list-style-type: none"> Launched our Employee Handbook. Held a staff conference attended by over 80 staff in October. Management Team launched a refreshed version of the Three Core Goal Guidelines clarifying how the Three Core Goal system operates, summarising the Trust's competency framework, and outlining ways to support learning and development within the Trust. Net promoter score taken at the staff conference resulted in a score of 32, an improvement on the 2016 score of 27.
	<p>Aim(s): to establish a staff led Greening Group to develop and monitor a range of indicators to facilitate an improvement in the Trust's environmental sustainability.</p> <ol style="list-style-type: none"> The Greening Group met four times during the year and is developing a framework within which it will consider and launch sustainable initiatives. Launched a Sustainable Food Policy. An improvement plan is being developed to improve the Trust's environmental sustainability.
	<p>Aim(s): to deliver a culture which supports and promotes health, safety and wellbeing.</p> <ol style="list-style-type: none"> Four Health & Safety Committees were held during the year overseeing and promoting high standards of health, safety and wellbeing. Experienced an improvement in the quality of accident reporting following risk assessment training and increase in the number of reported accidents and near misses. Driving for Work policy and procedures were successfully audited by the Scottish Road Safety Alliance (SCoRSA). All workplaces were audited in the period – with the combined average score 96.2% (an increase from 95.6%). Around thirty policies and standards were reviewed and the Health & Safety improvement plan was refreshed. All of Management Team have now undertaken the Mentally Healthy Workplace Training. This training is now being rolled out to other line managers, with related Healthy Working Lives training courses. A stress management work activity risk assessment and action plan was developed. A number of health and wellbeing resources were made available.
	<p>Aim(s): to implement at least two significant developments in the way we attract, retain and benefit from volunteers.</p> <ol style="list-style-type: none"> Our flexi volunteer network has passed the 250th registered

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	<p>flexi volunteer. Flexi volunteers are an easily accessible and willing reserve of volunteers and opportunities are often filled within minutes of advertising.</p> <ul style="list-style-type: none"> b. New Volunteers and Local Groups weekend successfully delivered at Duddingston and Bawsinch reserve. c. PPL Small Grants scheme established to enable volunteers and Local Groups to support <i>50 for the Future</i>. d. The Trust applied for and was granted a Tier 5 licence which will enable it to sponsor non-EU volunteers who meet the Home Office's criteria, for up to 12 months.
Refresh our volunteer support structure to enable delivery of the Trust's vision	<p>Aim(s): to complete a Strategic Review of Volunteering.</p> <ul style="list-style-type: none"> a. A review was undertaken with input from key staff and volunteers. Nine recommendations were identified, which were approved by trustees to be taken forward.
OUR ORGANISATIONAL CAPACITY AND RESILIENCE HAVE INCREASED	
Achieve high standards of governance in accordance with legislative and best practice requirements	<p>Aim(s): to deliver programme of governance support to Council and its sub-committees including 1 AGM/Members' Day.</p> <ul style="list-style-type: none"> a. Council met five times during 2017/18 and appointed a new Chair. b. Key work overseen during the year included a refresh of the approach to risk management. c. As part of its regular review of constitution, activities and governance arrangements, Nominations Committee recommended the adoption of a more modern charity constitution based on accepted external standards. A refreshed constitution was then drafted based on the SCVO model charity constitution whilst retaining the values set out in the existing Articles of Association. d. Council oversaw the work of Conservation Committee, Finance and Audit Committee and Nominations Committee. e. The trading subsidiary, Natural Capital Scotland Limited, was active during the year and oversaw the successful delivery of the third World Forum on Natural Capital in November 2017. f. The Trust's 53rd AGM was held at the University of Glasgow. Business dealt with at the AGM included unanimously approving the increase to the membership subscription rate, the first such increase in eight years and changing the Articles of Association to use gender neutral terminology. g. Achieved compliance with the Lobbying Register requirements and briefed staff fully.
	<p>Aim(s): to review systems and ensure compliance with emerging General Data Protection Regulation (GDPR) and Fundraising Preference Service.</p> <ul style="list-style-type: none"> a. A Steering Group was formed to consider the best approach to ensure the Trust was compliant with GDPR ahead of the regulations coming into force in May 2018. b. A GDPR awareness campaign started in Summer 2017. c. Resources were developed to support staff – including the

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	<p>GDPR guidelines and GDPR frequently asked questions.</p> <ul style="list-style-type: none"> d. A number of policies, procedures and guidelines were refreshed to ensure they would be compliant with GDPR. e. The Trust's privacy notice was developed. f. A comprehensive data audit occurred and the results were mapped. g. Work started to develop personal data guidelines to support compliance. These guidelines will provide a transparent guide to the personal data sets held within the Trust and the associated data owner. h. The legal bases for processing data were documented (including completion of Legitimate Interest Assessments for different types of communications and segments of individual). i. The Development database structure was adapted to enhance data security and new archive system is being researched.
	<p>Aim(s): to convene four meetings of Project Excellence Team to provide suitable level of oversight, promote good practice including recovery of costs, and develop guidance materials.</p> <ul style="list-style-type: none"> a. The Project Excellence Team met four times during the year. b. During the year the group further refined the SharePoint site which provides a range of resources across the Trust which aim to support successful project delivery such as project templates, key Trust policies and guidelines and a range of guidance and support materials. c. The central Projects Register is updated quarterly and provides a central point to tracking project progress, report performance and highlight risk and exception reporting.
	<p>Aim(s): to ensure all operations are compliant with land, species and habitat legislation.</p> <ul style="list-style-type: none"> a. Trust reserves designated under national and international wildlife legislation were monitored by Scottish Natural Heritage and actions recorded on the Remedies Database. b. Long Term Forest Plans are being delivered on the four Cumbernauld greenspaces reserves as approved by the Forestry Commission Scotland. c. Trust livestock movements were recorded in accordance with national and internationally agreed procedures to maintain animal welfare standards.
	<p>Aim(s): to deliver full range of statutory reporting in good time, including audit of annual accounts and OSCR submissions.</p> <ul style="list-style-type: none"> a. The audit of the annual accounts was successfully completed with the annual report and accounts approved by Council in June 2017. This was the final year of Geoghegans as external auditor; b. All OSCR submissions and annual returns occurred on time.
	<p>Aim(s): to review fairness and competitive nature of remuneration</p>

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	<p>structure.</p> <p>a. Management Team consulted with ACAS and has committed to developing a revised job description template and thereafter refresh all job descriptions.</p>
<p>Maintain a clear financial reserves policy, strengthen our income streams and prioritise expenditure</p>	<p>Aim(s): to affirm spending priorities, incorporating results of Strategic Review of Reserves.</p> <p>a. Business case developed for major landscape-scale restoration project at Largiebaan and project will commence in 2018/19.</p> <p>b. Management Team proposed a three stage strategic approach to Capacity Building which includes investing in work which generates increased income, increases productivity or where urgent investment is required. Thereafter the Trust will seek funding which affords increased digital engagement and strengthened infrastructure. The final stage will be to increase resources invested in staffing.</p>
	<p>Aim(s): to refresh Fundraising Strategy.</p> <p>a. Detailed analysis completed of trends in membership income – including analysis of retention, donation levels and membership categories.</p> <p>b. Contributed to, and analysed outcomes from, a range of external research and consultations on funding needs and mechanisms (including Heritage Lottery Fund, Environmental Funders Forum, Institute of Fundraising).</p>
	<p>Aim(s): to secure over £1m restricted funding for projects approved by Project Excellence Team (and/or core activities).</p> <p>a. More than £1.4M secured.</p> <p>b. Cumbernauld Living Landscape – secured a Stage 1 HLF award for the detailed development of a major 4-year project focusing upon Creating Natural Connections in the town.</p> <p>c. Coigach & Assynt Living Landscape – secured substantial funding from sources including Garfield Weston Foundation, WREN and KMF Maxwell-Stuart Charitable Trust. Reduced funding gap for the partnership scheme by almost £300k to £153k.</p> <p>d. Secured a pledge of £45k to sustain core functions of the Irvine-to-Girvan Nectar Network for the next 3 years. Now seeking match funding to extend the project's impact.</p> <p>e. Received over 852 individual donations in response to two fundraising appeals focused upon meadow management and the establishment of a Seed Fund (to help secure largescale funding from the Scottish Landfill Communities Fund).</p> <p>f. 36 funder reports collated and submitted.</p>
	<p>Aim(s): to secure £2.4m unrestricted income by fundraising amongst individual donors, businesses and grant giving bodies.</p> <p>a. Secured c. £2.9M.</p> <p>b. Welcomed 1 new corporate member, Kilchoan Management</p>

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	<p>Ltd, whilst retaining support of 3 existing businesses. Continued to benefit from funding derived from Wilkos single-use bag levy and fostered a relationship with Siemens focused around funded employee work-days.</p> <ul style="list-style-type: none"> c. Received almost £14k from people raising funds in aid of the Trust from building bird-boxes, to sea-swim challenges, and collections made at a wide range of events. d. Launched our Wildlife Guardian scheme to thank those members who donate more than £7.50 on a regular or monthly basis. e. Notified our members of the first increase in minimum subscriptions for 8 years, and contacted 10,432 of our direct debit donors regarding their voluntary donations. f. Received 2 'windfall' awards from charitable trusts with whom we have previously worked but which have elected to disburse all funds and wind up. g. Upgraded our database system to ensure efficient transfer of Gift Aid claims between the Trust and HMRC.
	<p>Aim(s): to provide a high standard of donor care to People's Postcode Lottery and TWT, in order to retain continuing grant at £500k per annum.</p> <ul style="list-style-type: none"> a. We have maintained an excellent relationship with People's Postcode Lottery, reaching a 10-year milestone at the beginning of 2018. Support from players continues to play a key part in helping us to maintain our network of wildlife reserves throughout Scotland, inspire people of all ages about the natural world and run pioneering projects that help wildlife and people.
	<p>Aim(s): to develop and report on a suite of Key Performance Indicators under the Framework Agreement with Scottish Natural Heritage.</p> <ul style="list-style-type: none"> a. Maintained a working relationship with Scottish Natural Heritage reporting against a suite of 16 indicators to secure our core funding award. b. Discussed planned reductions to unrestricted funding available in future years.
	<p>Aim(s): to promote Legacy Giving and secure an additional 15 legacy pledge notifications.</p> <ul style="list-style-type: none"> a. Promoted the national Remember-A-Charity campaign in September. b. Two people let us know that they had included a gift to the Trust in their Will. <p>A prolonged gap in staffing impacted upon our legacy marketing in 2017/18 – this will be redressed in 18/19.</p>
	<p>Aim(s): to steward existing high-value donors and legacy pledgers including tailored communications and three events:</p>

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	<ul style="list-style-type: none"> a. High value donors received tailored fundraising communications focused around appeals for meadow management and the establishment of a special Seed Fund. b. We welcomed selected individual donors and supporters to a summer reception hosted by our Chairman, Robin Harper. <p>A prolonged gap in staffing impacted upon our event organisation in 2017/18 – this will be redressed in 2018/19.</p>
Develop our infrastructure to increase organisational capacity, efficiency and effectiveness	<p>Aim(s): to embed employee recruitment toolkit which supports line managers to recruit staff through the provision of guidance and templates.</p> <ul style="list-style-type: none"> a. Induction process improved to better engage all new employees. b. The Trust applied for and was granted a Tier 2 licence which will enable it to sponsor non-EU skilled professionals who meet the Home Office’s immigration criteria.
	<p>Aim(s): to optimise use of ICT including enhanced use of Human Resources Information System (Breathe HR) by developing guidelines and promoting its use amongst staff.</p> <ul style="list-style-type: none"> a. The functionality of Breathe HR facilitated access to key company documents. b. Branding was developed for a range of internal guidance documents. c. Internal resources developed and made available to all staff through Breathe HR included: <ul style="list-style-type: none"> • How to use Breathe HR; • Welcome handbook for new employees; • Supporting our people – a guide for line managers; • An ICT welcome guide for new employees; • An organisational structure. d. A range of actions were taken to improve IT security, recognising the increasing risk of malware and importance of encryption of portable devices. e. The ICT helpdesk service saw 257 feedback responses. The satisfaction rate was 99.6%. f. Cumbernauld office fitted for Ethernet in preparation for the planned installation of broadband connection. g. Excel training courses were delivered to support effective use of the software.
	<p>Aim(s): to manage information to ensure it is fit for purpose, re-used, standardised and linked including production of an “information improvement plan”.</p> <ul style="list-style-type: none"> a. Information improvement plan in preparation with drivers, benefits and initial activities identified. b. In recognition of the importance of information as a valued asset, Senior Management Team agreed Information Principles providing a framework for effective information management.

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	<p>c. Management Team endorsed a Benefits Dependency Network model to underpin the development of the information improvement plan. Steps include agreeing the drivers for change, identifying objectives then benefits arising from the exercise.</p> <p>A timeline for implementation of the information improvement plan was developed and this will be progressed in 18/19.</p>
	<p>Aim(s): to develop an investment plan to provide suitable premises, tools and equipment to support delivery of objectives.</p> <p>a. A review of Harbourside House floor/desk plan has started to adapt and accommodate additional desks to meet the needs of the wider staff structure.</p>
	<p>Aim(s): to support continuous learning and process development.</p> <p>a. Human Resources, ICT and Finance started making quarterly visits to non-HQ locations in order to better support outposted staff.</p> <p>b. Regular budget holder meetings and training sessions were held to support good financial management.</p>
WE HAVE A KNOWLEDGE AND EVIDENCE BASE THAT IS HIGHLY RESPECTED AND WELL USED	
Champion open data and make good use of information to measure our impacts and inform our choices	<p>Aim(s): to input to the Scottish Biodiversity Forum review and champion open data and dataflow.</p> <p>a. Scottish Biodiversity Information Review completed and business case in development for new model of data capture, management and access.</p>
	<p>Aim(s): to devise and instigate a process to log and track external information requests, delivering 90% of information requests to agreed standards.</p> <p>a. 123 data requests were received and 98% were completed before the due date.</p>
	<p>Aim(s): to promote good use of information: produce a video guide to SharePoint and OneDrive for staff to encourage better sharing of information.</p> <p>a. Training for key SharePoint users undertaken and collaborative sites established to facilitate cross team working for major projects.</p>
	<p>Aim(s): to develop the Trust's approach to, and produce impact indicators for, assessing progress against the Five Year Plan, ensuring effective reporting and delivering quarterly dashboards.</p> <p>a. Impact indicators, or proxies, developed for Framework and reported to Council annually.</p> <p>b. Effective quarterly and dashboard reporting used to provide updates on performance and trigger management interventions.</p>

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	<p>Aim(s): to maintain up-to-date datasets on the National Biodiversity Network (NBN) Atlas and promote its use, internally and externally via our website.</p> <ul style="list-style-type: none"> a. The main Trust datasets were updated and we now have 264,075 records on the NBN. b. Promoted the NBN using dedicated pages on our website around citizen science and data recording.
Develop a suite of knowledge products to promote understanding of nature and improve decision-making	<p>Aim(s): to publish a prospectus of potential research topics and foster relationships with academia.</p> <ul style="list-style-type: none"> a. Research prospectus developed, engaging with flexi volunteers, and published in time for the 2018 Scottish Ecology, Environment and Conservation Conference.
	<p>Aim(s): to develop and publish an evidence-based conservation knowledge product.</p> <ul style="list-style-type: none"> a. Knowledge product definition produced to guide future Trust activities.