



A Scottish company and a company limited by guarantee registered in Scotland

Annual report and financial statements

Year ended 31 March 2019

Scottish charity number SC005792

Company number SC040247

Report of the trustees for the year ended 31 March 2019

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 2019. 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 63 – 82).

Message from the Chair

Welcome to the Annual Report and accounts for the Scottish Wildlife Trust. The report gives details of the Trust's work over the financial year 1 April 2018 to 31 March 2019. Thanks to the work of our members, volunteers and staff, it is an impressive account of an organisation in good strength.

I have continued to visit members and projects in different parts of Scotland over the past year and am consistently inspired by the range and quality of the projects and activities taking place, in towns and cities as well as rural and coastal Scotland.

We have been particularly successful at securing major project funding in 18/19 for projects in Cumbernauld and Orkney among others. At the heart of these successes are high quality partnership work, sound ecological foundations and the passion for building new connections between people and nature.

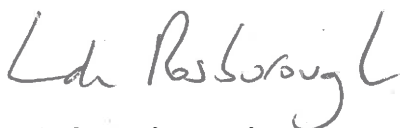
To develop and strengthen our organisation, we also implemented improvements to the support for volunteers, including the introduction of the Trustees' Awards for Volunteering. I was delighted to personally hand over the awards at events across Scotland. The awards were designed to recognise and celebrate the importance of volunteering, and the strong local support for the awards made the value of them very clear.

The AGM unanimously agreed the proposed new constitution for the Trust, giving us a stronger governance structure for the future. At the AGM we also said goodbye to four outgoing Trustees, and welcomed four new Trustees, who had stood for election (although in the end the election was not required). We continue to have a strong committed group of Trustees and shall look to broaden our skills base appropriately under the new constitution.

The very welcome Scottish Government announcement that beavers are to be given European Protected Species status concludes an endeavour that the Trust embarked on well over a decade ago. This represents a major milestone for nature conservation. It shows that a big vision can win out but also that it takes an enormous amount of work, determination and patience from many people in order to achieve something like this.

I would also like to take this opportunity to thank everyone who has supported the Trust over many years. This includes members, volunteers, donors, staff, charitable trusts, lottery distributors, companies, project partners and public bodies. The work of the Trust is significant and long-lasting and it is your support that makes it happen.

Our Chief Executive, Jonny Hughes, left at the end of March after many years at the Trust, including five years at the helm, to take up an exciting new position with an international nature conservation organisation. Following a competitive process, we are pleased that our now former Director of Public Affairs, Jo Pike, has been appointed to the role of Chief Executive. She brings strong leadership skills and a deep understanding of the Trust that will help us to build on past successes as we move forward.



Linda Rosborough
Chair of Council

Chief Executive's report

In a year dominated by Brexit negotiations, the Trust refused to be knocked off course by ongoing political uncertainties and instead focused on getting on with delivering inspiring conservation projects on the ground and ensuring Scotland's wildlife had a strong voice in Parliament.

Our advocacy work was helped greatly by the existence of a body of policies on a range of different topics that we have developed over the years with Conservation Committee and Council. Our *Land Stewardship: A Blueprint for Government Policy* publication continues to be particularly important in providing the basis of several representations we have made to decision makers, including giving oral evidence to the Scottish Affairs Committee in the House of Commons on the future of Scottish agriculture support.

This year also saw us inputting into and actively shaping new strategies on forestry and the environment as well as advising Ministers on what a post-Brexit environmental governance model might look like in Scotland through our work with the Roundtable on Environment and Climate Change.

As well as responding to the external policy agenda we also led thinking on nature and cities in our new publication entitled *Living Cities: Towards Ecological Urbanism*. This was the fourth in our series of pioneering 'policy futures' reports where we challenge the status quo and set out ideas towards a better future for both people and nature. *Living Cities* was published in the autumn of 2018 around the same time as the IUCN (International Union for Conservation of Nature) launched a new global initiative called the IUCN Urban Alliance. The Trust is proud to have played a pivotal role in helping this project come about and is pleased to be hosting the Director of the Alliance in our Edinburgh office. We hope that the City of Edinburgh will become one of the first cities in the world to test a new IUCN Urban Nature Index, currently in development.

It was also a busy year for marine policy with the environmental impacts of salmon farming and commercial seaweed harvesting rarely out of the news for long. Our Living Seas team will be growing next year thanks to our exciting new 'Oceans of Value' project, funded by the John Ellerman Foundation and the Calouste Gulbenkian Foundation (UK Branch), which will seek to ensure the waters around Orkney are sustainably managed in the future.

It was a successful year for fundraising, with targets exceeded - meaning we will be able to do more conservation projects in the coming years, helping to deliver on the goals within our five-year plan. One such project, 'Creating Natural Connections', saw £1.8 million secured towards the Cumbernauld Living Landscape programme, a significant sum which will provide a massive boost to the town, its people and the wildlife that makes its home there.

On our wildlife reserves, the team continues to do a fantastic job in keeping 95% of features in an ecologically favourable condition. One of the highlights this year was sheep permanently coming off Rahoy Hills (Morvern), a positive step which will aid natural regeneration. As red deer numbers also come down, we can expect to see the recovery of Atlantic oak and birch woods on the lower slopes of what is our most biodiverse reserve.

The largest project in our current portfolio is Saving Scotland's Red Squirrels and it was great to be able to report more success this year with reds returning to areas they've not been seen in for years, such as the west bank of Loch Lomond, Doune, Dunblane, Crieff, Den of Alyth, and Seaton Park and Robert Gordon University Campus both in Aberdeen.

Membership continued to grow steadily, reaching over 42,000, and we attracted 55,249 people through the doors of our visitor centres, beating our target by over 5,000. The growth in people engaging with the Trust in various ways, including volunteering, is supported by a growing profile in print, broadcast and social media. Highlights included the appearance of Edinburgh Living Landscape on BBC's One Show and an amazing 430,000 users from 171 countries visiting the Trust's website. Our previous Chief Executive, Jonny Hughes, also wrote a weekly column in the Scotsman for much of the year, which was very well received.

The campaign to save the protected sand dunes at Coul Links from destruction by a golf development took up a lot of staff time, energy and resources. Whilst by definition we shouldn't need to be fighting for the protection of a protected area, the team nevertheless did an outstanding job and our contribution to the Conservation Coalition's representations at the public inquiry were vital. We now await the outcome of the Reporters' report to Scottish Ministers.

Three other highlights of the year reflect our values of always learning, acting collaboratively, acting with integrity, being pioneers, and staying evidence-based and impact-focused.

In February, in partnership with the Scottish Environment Protection Agency (SEPA), we launched the £1 Billion Challenge, a roadmap for conservation finance in Scotland. This ambitious initiative will drive a step change in the levels of investment currently going into the restoration of Scotland's environment. It's a truly pioneering and exciting initiative and has the potential to make a huge difference in how quickly we achieve our vision for 'healthy and resilient ecosystems'.

The Trust also secured the Healthy Working Lives Bronze Award this year. Schemes such as this help us take care of the wellbeing of our most important asset: our people.

Finally, we were thrilled to celebrate 10 years of support from players of People's Postcode Lottery. What a difference this reliable and flexible funding has made to the impact we make as an organisation!

At the very end of the financial year we said goodbye to our Chief Executive, Jonny Hughes, who was in post whilst all of the above was achieved. Jonny has brought an enormous amount to the Scottish Wildlife Trust over many years and we are delighted he will remain involved in an ambassadorial role. Following an external recruitment process, I was honoured to be appointed as Jonny's successor. After nine years as a senior manager within the Trust, this is an enormous privilege and I look forward to working with our members, supporters, staff, volunteers and partners, as well as actively reaching out to new groups, to build on the many things which the Trust has achieved in its 55-year existence and to taking it onward on its journey.



Jo Pike
Chief Executive

Contents

	Page
Independent auditor's report to the Scottish Wildlife Trust	7
Trustees' report	
Structure, governance and management	10
<i>Objectives and activities</i>	
Our purpose and activities	13
Our vision and objectives	14
Our partnerships and collaborations	15
<i>Strategic report</i>	
Achievements and performance	16
Financial review	17
Plans for future periods	22
Principal risks and uncertainties	24
Reference and administrative details	27
List of funders and supporters	29
Trustees' responsibilities in relation to the financial statements	33
Consolidated statement of financial activities	34
Charity statement of financial activities	35
Consolidated and charity balance sheet	36
Statement of cash flows and consolidated statement of cash flows	37
Notes to the financial statements	38
Appendix – Achievements and performance in 2018/19	63

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 2019 which comprise the Consolidated statement of financial activities, the Charity statement of financial activities, the Consolidated and charity balance sheet, the 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 2019; 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 other information comprises the information included in the Annual Report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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 Strategic Report prepared for the purposes of company law and included within the trustee's annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report and the Strategic Report, included within the Trustees' 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 Strategic Report, included within the Trustees' 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 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 33 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
Third Floor, Centenary House
69 Wellington Street
Glasgow
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Date 24/6/2019

Structure, governance and management

Governing document

The Scottish Wildlife Trust was incorporated on 16 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 Articles of Association¹ adopted on 22 September 2018, and a Memorandum of Association as amended by Special Resolutions passed on 13 November 1982, 6 October 2001, 23 June 2007.

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 23,383 memberships (2018: 22,648) and 42,247 members (2018: 40,984).

Appointment of trustees

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

Up to four trustees are co-opted, with the remainder nominated from the membership and elected at the Annual General Meeting (AGM). A ballot of members is conducted if there are more candidates than vacancies.

All members are invited to nominate trustees for election to Council at the AGM. When considering co-opting trustees, Council seeks to address in the Council as a whole any gaps in skills, experience, diversity and geographical representation.

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 planning, operational delivery 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 <https://scottishwildlifetrust.org.uk/wp-content/uploads/2018/09/Articles-of-Association-22-Sep-2018.pdf>
<https://scottishwildlifetrust.org.uk/wp-content/uploads/2016/12/Memorandum-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.
- 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 receive 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 not traded since November 2017 and will be made dormant during 2019.

Pay policy for senior staff

The Council, as trustees, and the Senior Management Team (SMT) 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 non-executive 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.

The Scottish Wildlife Trust remuneration policy is that employees should be paid as fairly and consistently as possible across the organisation. All roles are evaluated in the same way by SMT and the Head of Human Resources to ensure the complexity and responsibilities of each role are properly considered. This process takes into account scope, breadth, knowledge required, qualifications and/or experience required, the nature of contact with various audiences, the complexity of problem solving anticipated, extent of guidance and supervision involved, the level of decision-making and management of resources. Each evaluation is then sense checked to confirm whether or not it fits with other roles within the Trust. Periodic comparisons are made with other organisations of similar size, nature and location.

The Trust is committed to providing flexible working arrangements to support employee work-life balance whilst remaining productive. Flexible arrangements cover a range of options, including flexible and reduced-time working, job share, home working, compressed, annual or staggered hours.

<u>Gender pay gap</u>	2018/19	2017/18
Average pay differential	6%	(2%)
Median pay differential	8%	8%

<u>Distribution of employees</u>	2018/19		2017/18	
	female	Male	female	male
Upper quartile	41%	59%	52%	48%
Upper middle quartile	55%	45%	44%	56%
Lower middle quartile	62%	38%	59%	41%
Lower quartile	44%	56%	54%	46%

Note: Figures include employees on fixed term and permanent contracts. They do not include individuals on zero hours contracts or those employed through Community Jobs Scotland.

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 around 120 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 and key influencer at the very highest levels across the whole range of conservation and environmental issues, being particularly active in agricultural and environmental policy post-Brexit, launching a new report on ecological urbanism (*Living Cities*), and marine policy and community engagement. This has enabled the Trust to build on its suite of well-researched and considered policy positions and facilitated further relationship building and partnerships with a range of stakeholders for the long-term benefit of biodiversity.

Pioneering work on natural capital continues through the Trust's leading role on the Scottish Forum on Natural Capital, and the Trust, in conjunction with the Scottish Environment Protection Agency, launched the pioneering Scottish Conservation Finance project during 2019.

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, launched in 2006, 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 and collaborations

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 works with over 120 organisations, including through 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 has worked closely with a variety of other organisations which have played an active role in the delivery of our objectives: Aberdeen City Council; Aikengall Wind Farm; Assynt Field Club; Assynt Foundation; Ayrshire Rivers Trust; Baillie Gifford; Banton Primary School; Borders Forest Trust; Buglife; Business in the Community Scotland; Butterfly Conservation Scotland; Cairngorms National Park Authority; Calachem; Callander Youth Project; Cassiltoun Housing Association; Central Scotland Green Network; Centre for Ecology and Hydrology; Chapel Green Primary School; City of Edinburgh Council; Coigach Community Development Company; Coigach Salmon Fisheries; Community Jobs Scotland; Confor; Conservation Capital; Crown Estate Scotland; Culag Community Woodland Trust; Dunabie Caravans; Dunchoillich; Dundonald Links Golf Course; Eadha Enterprises; East Ayrshire Coalfield Environment Initiative; East Ayrshire Council; East Ayrshire Woodlands; Edinburgh Centre for Carbon Innovation; Edinburgh and Lothians Greenspace Trust; Eisg Brachaidh; Erasmus+; Fife Coast Countryside Trust; Forest Carbon; Forest Enterprise Scotland; Forest Research; Forestry Commission Scotland; Friends of Fullarton Wood; Friends of Stevenson; Glasgow Gailies Golf Club; Gardens For Life; GlaxoSmithKline Irvine; Healthy Working Lives; Heather Trust; Hebridean Whale and Dolphin Trust; Highlands and Islands Enterprise; Highlife Highland; Historic Assynt; Historic Environment Scotland; Inellan Primary School; Innovation Zone; Institute of Chartered Accountants of Scotland; Institute of Directors Scotland; Institute of Environmental Management and Assessment; International Union for Conservation of Nature; Irvine Golf Club; Isle Martin Trust; Isle of Eigg Heritage Trust; James Hutton Institute; John Muir Trust; Kilmarnock Barassie Golf Club; Kilmartin Museum; Kynachan Estate; Kylesku Estate; Loch Lomond & The Trossachs National Park Authority; Loch Lomond Golf Club; Marine Conservation Society; Micropropagation Ltd; Moorland Association; Moors for the Future; National Biodiversity Network; National Environmental Research Council; National Trust for Scotland; Natural Capital Coalition; Nestle; NHS Ayrshire; Norfolk Broads National Park; North Ayrshire Council; North Lanarkshire Council; North Pennines AONB Partnership; North West Highlands Geopark; Plantlife; Prestwick Golf Club; Red Squirrel Survival Trust; Red Squirrels Northern England; Red Squirrels United; Ridrum Group; Rowantree Primary School; Royal Botanic Garden Edinburgh; Royal Society of Wildlife Trusts; Royal Troon Golf Club; Royal Zoological Society of Scotland; RSPB Scotland; Sanctuary Scotland; Scotland's 2020 Climate Group; Scotland's Moorland Forum; Scotlands Rural College (SRUC); Scottish Badgers; Scottish Borders Council; Scottish Environment LINK; Scottish Environment Protection Agency; Scottish Golf; Scottish Government; Scottish Land & Estates; Scottish Maritime Museum; Scottish Natural Heritage; Scottish Seabird Centre; Scottish Water; South Ayrshire Council; South West Scotland Environment Information Centre; Southern Uplands Partnership; SRUC; Stirling University; Strath Caulaidh Ltd; Summer Isles Enterprise Ltd; Sustainable Scotland Network; Sustrans; The Bat Conservation Trust; The Conservation Volunteers; The University of Edinburgh; The University of Stirling; The Wildlife Trusts; Trucost; Tweed Forum; UK Squirrel Accord; UPM Caledonian Paper (Girvan); Western Gailies Golf Club; Whale and Dolphin Conservation; William Grant & Sons; Woodland Trust; WWF Scotland; Yorkshire Peat Partnership; Zero Waste 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 promote land stewardship as a way to deliver good conservation practice, to call for better regulation in order to improve management of uplands and to influence government to take steps required to bolster safeguarding of protected sites; to continue Living Landscape work across Coigach & Assynt; to further develop Living Landscapes in Cumbernauld and Edinburgh; to continue to build on our Living Seas work.
- **Protected Places:** to continue to work to protect sites across Scotland; to produce 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 promote the fundamental importance of nature not only for its own sake but also for Scotland's people and economy by working with decision makers 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 63 to 82).

Financial review

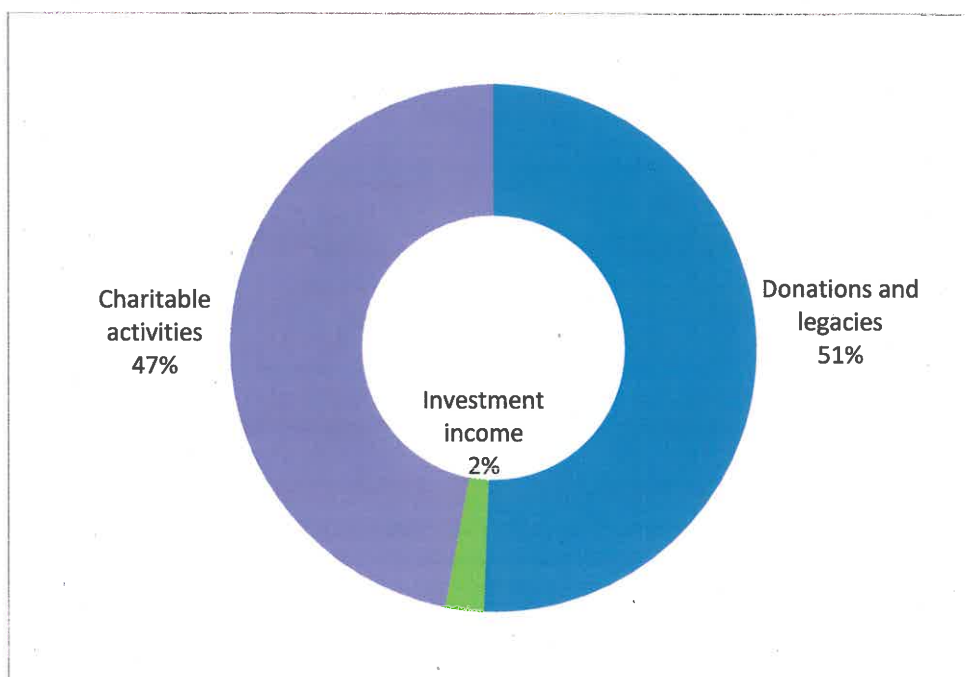
Results for the year

The results for the year show significant surpluses across unrestricted, restricted and endowment funds. The Trust received income in excess of £7m in 2018/19. Notably we were privileged to be in receipt of just under £1.6m of gifts in Wills and this was augmented by the generosity of grant funders. The value of the investment portfolio also rose at the year end with gains of £308k.

The Trust restructured its unrestricted reserves during the year to merge the pension deficit element within free funds. This simplified position provides improved clarity and supports robust financial planning and decision making. Whilst designated reserves have reduced, the strong result this year means that the Trust's free reserves sit in the target range taking future payments towards the pension deficit into consideration. The financial position provides resilience against financial risk and is a solid foundation for future growth.

Restricted funds are high at £5.2m. Where income is given for a restricted purpose, the fund is ring-fenced and will only be spent in accordance with the instruction. Whilst predominantly associated with defined project work, the Trust is also in receipt of restricted income which supports longer-term aspirations.

Going into 2019/20, the level of free reserves is appropriate and unrestricted budgets continue to be set at break-even levels. The Trust wishes to increase organisational capacity and resilience, so work continues aimed at strengthening and growing unrestricted income. If successful, this additional headroom will allow increased expenditure on priority areas, with decision-making mindful of the Trust's overall long-term financial health which is so important to underpin sustainable delivery of the Trust's purpose.



Income from charitable activities made up 47% (from 52% in 2017/18) of total income.

National Lottery Heritage Fund (previously Heritage Lottery Fund) grants have been pivotal in delivering a number of transformational projects including Coigach & Assynt Living Landscape and Saving Scotland's Red Squirrels. The Trust was delighted to receive a transformational grant of £1.375m from the National Lottery Heritage Fund for the delivery of its new Creating Natural Connections scheme, part of the Trust's Cumbernauld Living Landscape. This funding will deliver significant improvements to Cumbernauld's natural environment and create a long-term change in the way the town's people connect with nature.

Donations and legacies made up 51% (2018: 46%) of the Trust's overall income. The generosity of our supporters underpins our work and ability to deliver our vision.

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 on reserves around Scotland. The long-term and flexible nature of this support is particularly valued as it allows the Trust to spend the money wherever the need is greatest.

The Trust is grateful for the ongoing support of Scottish Natural Heritage which continued to provide funding for both projects and ongoing activities during the financial year.

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, the IUCN Peatland Project and the new Land Use Policy work.

Arcadia, a charitable fund of Lisbet Rausing and Peter Baldwin, became a generous supporter of the Trust in 2018/19, providing funding for the IUCN Urban Alliance project and our wildlife reserves.

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 decrease in unrestricted expenditure is primarily because of the exceptionally high pension deficit adjustment in the prior year and decreased group expenditure reflects the activity associated with delivery of the World Forum on Natural Capital in 2017/18.

As a membership organisation, we are delighted that the number of memberships has risen to 23,383 (2018: 22,648) at the year-end, with members totalling 42,247 (2018: 40,984).

Trading company

The trading company, Natural Capital Scotland Limited, didn't trade during the 2018/19 financial year as there are no current plans involving trading activity by the subsidiary and it will be made dormant during 2019.

Investment powers and policy

Brown Shipley continue to manage investments on behalf of the Trust. Individual stocks are screened on a global basis, providing assurance in terms of environment, social and governance performance and therefore supporting the Trust's ethical policy. The Trust's holdings also feature 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 which are signed up to the Natural Capital Protocol and score highly on Sustainalytics measures. 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 increased throughout 2018/19 and will be deployed as suitable investments are identified going forward. The value of investment holdings at the year-end is £4.5m (2018: £4.2m), with an increase in the value due to a combination of both realised and unrealised gains. Gains of £266k were realised during the year, unrealised gains of £42k are included at the year-end.

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

The Trust's Reserves Policy was reviewed during the year and is as follows:

The Trust holds three types of financial reserve.

- Restricted funds are amounts received for a specific purpose. Restricting income provides confidence to the Trust's supporters that their contributions are used as requested.
- Endowment funds are amounts which have been gifted to the Trust where the investment income must be used for restricted purposes.
- Unrestricted funds are the excess of income over expenditure which the Trust can use for any purpose which supports delivery of the Trust's objects. Within unrestricted funds, the Trust clearly identifies the following:
 - Amounts spent on fixed assets
 - Amounts designated for an essential spend or specific purpose where there is an identifiable timescale
 - The revaluation reserve which is the unrealised gain or loss on investments
 - Free reserves which is the amount available to support delivery of the charity's objects.

The amount of free reserves required by the Trust is considered annually. Trustees take a risk based approach to considering target free fund levels – balancing the risk of unexpected events against ensuring the effective delivery of the five-year plan and the Trust's vision. Considerations include the unexpected loss of a major funder, exceptional levels of expenditure and fluctuations in legacy income.

To this end the Trust aims to maintain free funds in the range of £750,000 to £1,300,000.

The Trust has recognised the long-term pension liability through its free reserves to facilitate the delivery of its charitable objectives against a robust financial planning framework. A repayment plan for The Wildlife Trusts' pension scheme is in place, the Trust remains a going concern with a considerable land base, strong net assets and excellent solvency.

Free reserves currently represent around five months of unrestricted expenditure (2018: six months), or two months (2018: three months) worth of total expenditure.

Free funds (note 26) at 31 March 2019 were in the middle of the target range at £987,079 (2018: £1,169,350). In the considered opinion of Council this provides sufficient resilience to demonstrate the Trust is a going concern and the Trust will continue to seek to consolidate, grow and diversify its income sources in order to reinforce operational activity.

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 wrote to a carefully selected section of our supporter base regarding fundraising appeals on two occasions in 2018-19.
- The Trust did not purchase any mailing lists nor did it undertake any (non-addressed) door-drops in 2018-19.
- The Trust did not undertake any Telephone Fundraising Campaigns in 2018-19.

- 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 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 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 and volunteers, 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 2018-19 the Trust recorded 26 complaints linked to fundraising (2018: 14) – none of these required external adjudication; conversely the Trust recorded 4 compliments on its approach to fundraising (2018: 3). 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 4% of Trust generated sales to the Scottish Wildlife Trust. In 2018-19, a fantastic £8,868 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 2018-19, a welcome £314 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 are that any partnership should (i) provide a net benefit for wildlife and (ii) not provide undue benefit to the corporate partner.

Plans for future periods

The Trust's Operational Plan for 2019/20 was approved by Council in March 2019. Its targets support the achievement of the 2017-22 five-year plan strategic goals. Plans for 2019/20 include:

Healthy Ecosystems

- Continue to lead delivery of five **Coigach & Assynt Living Landscape** Partnership scheme projects and act as Scheme Administrator.
- Commence delivery of the **Cumbernauld Living Landscape – Creating Natural Connections**.
- Champion **Living Seas** through a marine planning programme, community engagement and the **Oceans of Value** project.
- Develop governance, a communications hub and research on a set of urban ecosystem health indicators to begin testing an '**Urban Nature Index**' within selected cities.
- Promote **ecological urbanism** using Policy Futures 4: *Living Cities*.
- Develop a new flagship document promoting current **policy** priorities, develop new policies and undertake active advocacy around high priority threats to wildlife.
- Support the work of the **Garnock Connections** partnership in Ayrshire.
- Continue to support the **Heart of Scotland** project in rural Perthshire.
- Continue to find opportunities to promote the benefits of a **National Ecological Network**.
- Work with partners to further develop the '**Riverwoods**' project.
- Reaffirm and extend the **Irvine to Girvan Nectar Network** project.
- Increase production of native trees at the Little Assynt **tree nursery**.
- Support the **Edinburgh Living Landscape** as it transitions to a more campaigns-focused approach.

Protected Places

- Develop a landscape restoration project for **Largiebaan** (Kintyre).
- Deliver next phase of **Long Term Forest Plan** in Cumbernauld.
- Implement an **Ecological Monitoring and Evaluation** Programme.
- Develop a **Scottish Peat Alternatives** Advocacy Programme.
- Respond to **Coul Links** and other key terrestrial and marine **planning** case work as capacity allows.
- Continue to deliver against **IUCN UK Peatland Programme**.
- Develop an implementation plan to facilitate community/school **engagement** on reserves.

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**.
- Add five species to our **Species Action Framework**.
- Undertake reinforcement work at Knapdale to fulfil **Scottish Beavers'** licence requirements.
- Scope a project which builds the case for **lynx** reintroduction.

A Scotland that Values and Benefits from Nature

- Continue to provide the infrastructure which **supports wildlife education**, events and enjoyment.
- Work with the **Scottish Forum on Natural Capital** to deliver impact across each of strategic aims and deliver the public engagement phase of the **Scottish Conservation Finance project**.
- Facilitate community engagement and deliver a basking shark Marine Protected Area campaign as part of our **Living Seas** work.
- Continue to improve our **eMarketing** infrastructure.
- Support Scottish Badgers in the delivery of their **Earn Your Stripes** project.
- 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 & 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 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 Risk Register is 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:

Risk	Controls in place to mitigate risks
That the existing volunteer activity delivered by Reserve Project Groups, Visitors Centres, 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
Falling membership and income from membership resulting in dilution of impact and reduced resources available for delivery of five-year plan	<ul style="list-style-type: none"> • Regularly review levels of investment in membership, payback period and return on investment. • Regularly benchmark attrition and review key touchpoints • Regularly seek feedback from members to inform membership engagement processes • Review resilience of membership recruitment channels

Economic downturn as a result of Brexit resulting in dilution of impact and reduced resources available for delivery of five-year plan	The Trust is monitoring the situation and accepts this risk.
Weakened environmental protection as a result of Brexit resulting in increased rates of wildlife decline	<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 Environment 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
Failure to secure the legislative and policy changes advocated by the Trust, resulting in declines in habitats and wildlife	<ul style="list-style-type: none"> • Maintain multiple channels of communication and good relations with Scottish Ministers, MSPs, special advisors and government officials, challenging where necessary
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	<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 • Excellent relationships with funders • Fundraising Strategy in place
Debt in relation to the Wildlife Trust's Final Salary Pension Scheme becomes repayable resulting in large financial liability in the short term	<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
Reduction in the health of Scotland's ecosystems resulting in failure to deliver Trust vision	<ul style="list-style-type: none"> • Monitor and if necessary change strategy to address declines in Ecosystem Health Indicators • Advocate an integrated ecosystem-based approach to land use and sea management • Advise Scottish Government on the development of its Environment Strategy through membership in the external reference group • Advocacy and influencing work around the Scottish Forestry Strategy consultation and Grouse Moor Management Group
Legal compliance issues in connection with volunteers resulting in harm to individuals, and/or the Trust and its reputation	<ul style="list-style-type: none"> • Strategic review of volunteering completed, with a set of recommendations
Overstretch of staff resulting in failure to deliver Trust vision	<ul style="list-style-type: none"> • Number of controls including line management, 3 Core Goal framework and timesheets
Loss of senior staff resulting in failure to deliver Trust vision	<ul style="list-style-type: none"> • Recruitment being undertaken and cover arrangements in place

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	<ul style="list-style-type: none"> • Resources available allocated according to task priority e.g. legal obligations, health and safety, land management requirements
Failure to comply with requirements of GDPR resulting in financial penalties and reputational damage affecting membership/giving	<ul style="list-style-type: none"> • Data security within CRM tightened via authority levels • Data cleanse undertaken of CRM – deleting historic records with no bases for retention and archiving others in skeletal form. Ongoing process established

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	<i>Eligible for re-appointment 2020</i>

Vice Chairs

Groups and Watch	Karen Chambers	<i>Due to retire 2021</i>
Finance	Amanda Forsyth	<i>Due to retire 2020</i>
Conservation	Dr Kenny Taylor	<i>Due to retire 2021</i>

Elected members of Council	Andrew Binnie		<i>Eligible for re-election 2020</i>
	Dr Tim Duffy	From September 2018	<i>Eligible for re-election 2021</i>
	William Henderson	From September 2018	<i>Eligible for re-election 2021</i>
	Deryck Irving		<i>Due to retire 2021</i>
	David Lindgren		<i>Due to retire 2019</i>
	Colin Macintosh		<i>Due to retire 2019</i>
	John Morris	From September 2018	<i>Eligible for re-election 2021</i>
	Nicola Munro CB		<i>Due to retire 2021</i>
	Anthony Robson		<i>Eligible for re-election 2021</i>
	Jane Stuart-Smith	From September 2018	<i>Eligible for re-election 2021</i>
Co-opted members of Council	Karen McKellar	From January 2019	<i>Due to retire 2021</i>
Company Secretary	Susan McKenzie		

Key management personnel

Chief Executive	Jo Pike	(from April 2019)
	Jonathan Hughes	(until March 2019)
Director of Conservation	Sarah Robinson	(from May 2019)
	Susan Davies	(until December 2018)
Director of Finance & Resources	Susan McKenzie	
Director of Public Affairs	Vacant	
	Jo Pike	(Until March 2019)

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 2018/19.

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.

Core 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. A minimum of 32% of every ticket sale goes directly to good causes like the Scottish Wildlife Trust.

Support from players helps us maintain a network of around 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.

In 2018, the Trust celebrated an amazing ten years of support from players. Their continued backing has enabled us to spend more than £5m in support of Scotland's wildlife, including helping launch the Scottish Beaver Trial. Now, beavers are the first formerly extinct mammal to have been officially reintroduced to Scotland, and in 2019 they were recognised as a European Protected Species in Scotland. 2019 also marks a significant landmark in the history of Loch of the Lowes, as the Trust celebrates 50 years of managing this special habitat as well as 50 years of ospreys on the reserve. It is thanks to players' support that the Trust is able to maintain a vigilant watch over the osprey nest to ensure its protection and more than 500,000 webcam viewers enjoyed watching the ospreys during the 2018 season.



Scottish Natural Heritage
Dualchas Nàdair na h-Alba
nature.scot

Scottish Natural Heritage provides invaluable support for the work of the Scottish Wildlife Trust through an annual funding agreement which this year provided £177,400 of unrestricted 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 2018/19, Scottish Natural Heritage also provided restricted funding for several projects, most notably £70,000 towards the Saving Scotland's Red Squirrels project.

Corporate members



Est.1948

**MORTON
FRASER**
SOLICITORS



holidaycottages.co.uk

Kilchoan Management Ltd

Business donations and sponsorship (in alphabetical order)

British & International Golf Greenkeepers'
Association
Community WindPower Ltd
Genting UK plc
GSK Community Awards
Guy Butler Ltd
Jacobs
John Saunderson Family Butcher
Robertson Group
Royal Troon Golf Club
Salix Finance Ltd
Sanctuary Community Investment Fund

Scottish Landscape Institute
Scottish Power
Siemens
Tesco - Bags of Help
The R&A
Trevellyan Developments Ltd
Valentine Art Reproductions
Vertex Festival
Vine House Farm
Well Pharmacy
Wilko Retail Ltd
Your Wedding Exhibition Limited

Scottish Landfill Communities Fund (in alphabetical order)



Angus Environmental Trust
EB Scotland Ltd
Viridor Credits
WREN

In-kind support - donations of materials, services, office space or labour

Brown Shipley
Charles River Laboratories
ESRI
Google Adwords
HSBC
Loch Lomond National Park Authority
Mars
North Ayrshire Council
People's Postcode Lottery

RBS
Scottish Natural Heritage
Scottish Power
Scottish Widows
Siemens
Su Scotland
Take One Media
WSP

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



Campsies Centre, Cumbernauld
Clark Bradbury Charitable Trust
Craignish Trust
D'Oyly Carte Charitable Trust
Dulverton Trust



Faslane Trust



Gordon and Ena Baxter Foundation
Graham & Henrietta Somervell Wildlife Trust
Gulbenkian Calouste Foundation
Gunter Charitable Trust



Hugh Fraser Foundation

Inchcape Foundation
J & J R Wilson Trust
John Ellerman Foundation
Kestrelman Trust
KMF Maxwell-Stuart Charitable Trust



Margaret Davis Charitable Trust
Mrs M A Lascelles Charitable Trust
People's Postcode Lottery
Peter de Haan Charitable Trust
Pilgrim Trust
Robert Kiln Charitable Trust
Ronald Miller Foundation
Ramblers Scotland
RSPB
Scottish Association for Countryside Sports
St Katharine's Fund
Tennant Southpark Charitable Trust
The Ecology Trust
The Wildlife Trusts (Strategic Development Fund)
Tinsley Charitable Trust
Vellore Trust

Statutory sector and other public bodies (including European Union)

Crown Estate Scotland
Cycling Scotland
Dumfries & Galloway LEADER 2014-2020
Programme
European Solidarity Corps
European Union ERASMUS+
European Union LIFE Programme
Forest Enterprise Scotland
Highland & Moray Fisheries Local Action Group

Loch Lomond & Trossachs National Park Authority
North Ayrshire Council
North Lanarkshire Council
Scottish Environment Protection Agency
Scottish Government
Scottish Natural Heritage
Scottish Rural Development Programme: Rural
Priorities
South Ayrshire Council

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 £18k in 2018/19.

Individual donations and legacy gifts

In 2018/19, the Scottish Wildlife Trust received an exceptional £1.6m 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 individuals who donated to help protect Scotland's wildlife last year. Their support underpins the Trust's work.

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.

We also thank the many other individual donors and supporters, too numerous to mention by name but all playing an important role in our collective effort to protect Scotland's wildlife for the future.

Wildlife Guardians

Lastly, we thank our 274 Wildlife Guardians, members who elect to support the Trust by regular, monthly, donations of £7.50 or more.

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, 20 June 2019

Consolidated statement of financial activities (including consolidated income and expenditure account) for the year ended 31 March 2019

	notes	Unrestricted Funds £	Restricted Funds £	Endowments £	2019 Total £	2018 Total £
<i>Income and emoluments from:</i>						
Donations and legacies	3	2,671,722	1,081,692	-	3,753,414	2,731,371
Charitable activities	3	484,130	2,973,697	-	3,457,827	3,030,440
Other incoming resources	3	-	-	-	-	4,623
Trading	3	8,869	5,000	-	13,869	26,330
Investment income	3, 6	92,216	70,377	-	162,593	130,102
TOTAL INCOME		3,256,937	4,130,766	-	7,387,703	5,922,866
<i>Expenditure on:</i>						
Raising funds	7	256,883	322,794	-	579,677	562,011
Charitable activities	7	1,975,071	2,650,973	-	4,626,044	5,133,396
TOTAL EXPENDITURE		2,231,954	2,973,767	-	5,205,721	5,695,407
Realised gains/(losses)	6	83,563	-	182,916	266,479	171,511
Unrealised gains/(losses)	6	37,636	-	4,561	42,197	(307,150)
Gains/(losses) on investments		121,199	-	187,477	308,676	(135,639)
Net income /(expenditure)		1,146,182	1,156,999	187,477	2,490,658	91,820
Transfers between funds		(671,458)	671,458	-	-	-
NET MOVEMENT IN FUNDS		474,724	1,828,457	187,477	2,490,658	91,820
<u>Reconciliation of funds</u>						
Total funds brought forward		1,605,174	3,330,426	2,279,945	7,215,545	7,123,725
Total funds carried forward		2,079,898	5,158,883	2,467,422	9,706,203	7,215,545

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 2019

	notes	Unrestricted Funds £	Restricted Funds £	Endowments £	2019 Total £	2018 Total £
<i>Income and emoluments from:</i>						
Donations and legacies	4	2,671,722	1,081,692	-	3,753,414	2,821,021
Charitable activities	4	482,582	2,973,697	-	3,456,279	2,747,620
Other incoming resources	4	-	-	-	-	4,623
Trading	4	8,869	5,000	-	13,869	26,330
Investment income	4,6	92,216	70,377	-	162,593	130,102
TOTAL INCOME		3,255,389	4,130,766	-	7,386,155	5,729,696
<i>Expenditure on:</i>						
Raising funds	7	256,883	322,794	-	579,677	562,011
Charitable activities	7	1,973,523	2,650,973	-	4,624,496	4,960,678
TOTAL EXPENDITURE		2,230,406	2,973,767	-	5,204,173	5,522,689
Realised gains/(losses)	6	83,563	-	182,916	266,479	171,511
Unrealised gains/(losses)	6	37,636	-	4,561	42,197	(307,150)
Gains/(losses) on investments		121,199	-	187,477	308,676	(135,639)
Net income /(expenditure)		1,146,182	1,156,999	187,477	2,490,658	71,368
Transfers between funds		(671,458)	671,458	-	-	-
NET MOVEMENT IN FUNDS		474,724	1,828,457	187,477	2,490,658	71,368
<u>Reconciliation of funds</u>						
Total funds brought forward		1,605,174	3,330,426	2,279,945	7,215,545	7,144,177
Total funds carried forward		2,079,898	5,183,883	2,467,422	9,731,203	7,215,545

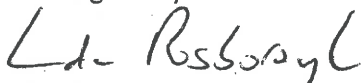
The Statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing operations.

Consolidated and charity balance sheet as at 31 March 2019

	Notes	Group		Charity	
		2019 £	2018 £	2019 £	2018 £
Tangible assets	16	918,486	846,361	918,486	846,361
Heritage assets	17	1,048,858	1,048,858	1,048,858	1,048,858
Investments	18	4,531,311	4,245,965	4,531,311	4,245,965
TOTAL FIXED ASSETS		6,498,655	6,141,184	6,498,655	6,141,184
Stock		23,094	22,744	23,094	22,744
Debtors	19	986,887	673,757	986,887	749,825
Cash at bank and in hand		4,518,101	3,004,035	4,518,101	2,917,382
TOTAL CURRENT ASSETS		5,528,082	3,700,536	5,528,082	3,689,951
Liabilities					
Amounts due within one year	20	(609,715)	(757,756)	(609,715)	(747,171)
Net assets before pension provision		4,918,367	2,942,780	4,918,367	2,942,780
Amounts due outwith one year	20	(117,807)	(105,568)	(117,807)	(105,568)
Provision for dilapidations	21	(256,234)	(249,893)	(256,234)	(249,893)
Provision for pension payments	22	(1,336,778)	(1,512,958)	(1,336,778)	(1,512,958)
		3,207,548	1,074,361	3,207,548	1,074,361
TOTAL NET ASSETS		9,706,203	7,215,545	9,706,203	7,215,545
<u>The funds of the charity</u>					
Restricted income funds	28	5,158,883	3,330,426	5,158,883	3,330,426
Endowment funds	27	2,467,422	2,279,945	2,467,422	2,279,945
Unrestricted funds	26	1,944,541	1,494,954	1,944,541	1,494,954
Unrestricted revaluation reserve	26	135,357	110,220	135,357	110,220
TOTAL FUNDS		9,706,203	7,215,545	9,706,203	7,215,545

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 20 June 2019 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 2019

	Group		Charity	
	2019 £	2018 £	2019 £	2018 £
Cash used in operating activities (note 31)	1,200,931	1,618,800	1,287,584	1,683,089
Cash flows from investing activities				
Investment income	162,593	130,102	162,593	130,102
Payments to acquire investments	(579,354)	(1,998,754)	(579,354)	(1,998,754)
Proceeds from disposal of investments	905,215	850,386	905,215	850,386
Payments to acquire tangible fixed assets	(175,319)	(101,423)	(175,319)	(101,423)
Proceeds from disposal of tangible fixed assets	-	4,623	-	4,623
Cash provided by (used in) investing activities	313,135	(1,115,066)	313,135	(1,115,066)
CHANGE IN CASH AND CASH EQUIVALENTS IN YEAR	1,514,066	503,734	1,600,719	568,023
Cash & cash equivalents at 1 April	3,004,035	2,500,301	2,917,382	2,349,359
CASH & CASH EQUIVALENTS AT 31 MARCH	4,518,101	3,004,035	4,518,101	2,917,382

Notes to the financial statements for the year ended 31 March 2019

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 £1,600,719 (2018: inflow of £568,023) for the year and £1,514,066 (2018: inflow of £503,734) 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 2019.

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.

Notes to the financial statements for the year ended 31 March 2019

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 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 and restricted 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.

Notes to the financial statements for the year ended 31 March 2019

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 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	8 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.

Notes to the financial statements for the year ended 31 March 2019

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.

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) Critical accounting judgements and key sources of estimation uncertainty

In the application of Trust's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Provision for dilapidations

A dilapidations provision is included in respect of the Trust's current rental lease. The provision is reviewed on an annual basis by the Trustees and is included in note 21. Over the lifetime of the lease an annual transfer is made to the provision to ensure sufficient funds are available at the end of the lease. This approach is recommended by property surveyors and is calculated as a rate per square foot.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

s) 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.

Notes to the financial statements for the year ended 31 March 2019

t) 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.

u) Investments

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.

v) 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.

w) 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.

x) 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.

Notes to the financial statements for the year ended 31 March 2019

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 2019

3. Income - Consolidated

	Year ended 31 March 2019			Year ended 31 March 2018				
	Unrestricted funds (£)	Restricted funds (£)	Endowments (£)	2019 total (£)	Unrestricted funds (£)	Restricted funds (£)	Endowments (£)	2018 total (£)
Subscriptions	766,945	-	-	766,945	703,679	-	-	703,679
Donations through membership	355,506	-	-	355,506	366,955	416	-	367,371
Other donations	93,777	125,390	-	219,167	79,920	113,166	-	193,086
Gift aid	290,348	17,920	-	308,268	289,850	16,180	-	306,030
Community fundraising	6,620	6,409	-	13,029	7,865	4,825	-	12,690
Subscriptions & donations	1,513,196	149,719	-	1,662,915	1,448,269	134,587	-	1,582,856
Legacies	653,526	931,973	-	1,585,499	570,911	72,604	-	643,515
People's Postcode Lottery	505,000	-	-	505,000	505,000	-	-	505,000
Donations and legacies	2,671,722	1,081,692	-	3,753,414	2,524,180	207,191	-	2,731,371
National Lottery Heritage Fund	-	1,096,167	-	1,096,167	-	913,706	-	913,706
Scottish Natural Heritage	177,400	110,821	-	288,221	205,518	120,920	-	326,438
Landfill Communities Fund	-	212,462	-	212,462	-	153,599	-	153,599
Community Jobs Scotland	-	29,156	-	29,156	-	45,883	-	45,883
Other grant income (note 5)	18,692	1,450,080	-	1,468,772	53,984	667,404	-	721,388
Business support	57,515	21,680	-	79,195	30,992	90,026	-	121,018
Commercial contracts	3,200	-	-	3,200	3,585	-	-	3,585
Other - sales / rents / fees	225,775	53,331	-	279,106	259,587	62,458	-	322,045
Trading subsidiary (note 33)	1,548	-	-	1,548	422,778	-	-	422,778
Charitable activities	484,130	2,973,697	-	3,457,827	976,444	2,053,996	-	3,030,440
Asset sales	-	-	-	-	3,800	823	-	4,623
Other incoming resources	-	-	-	-	3,800	823	-	4,623
Corporate sponsorship	8,869	5,000	-	13,869	13,528	12,802	-	26,330
Trading activities	8,869	5,000	-	13,869	13,528	12,802	-	26,330
Investment income (trading)	-	-	-	-	-	-	-	-
Investment income (note 6)	92,216	70,377	-	162,593	62,710	67,392	-	130,102
Investment income	92,216	70,377	-	162,593	62,710	67,392	-	130,102
Total income	3,256,937	4,130,766	-	7,387,703	3,580,662	2,342,204	-	5,922,866

The amount of grants received from government during the year was £15,000 (2018: £15,000).

Notes to the financial statements for the year ended 31 March 2019

4. Income - Charity

	Year ended 31 March 2019			Year ended 31 March 2018				
	Unrestricted funds (£)	Restricted funds (£)	Endowments (£)	2019 total (£)	Unrestricted funds (£)	Restricted funds (£)	Endowments (£)	2018 total (£)
Subscriptions	766,945	-	-	766,945	703,679	-	-	703,679
Donations through membership	355,506	-	-	355,506	366,955	416	-	367,371
Other donations	93,777	125,390	-	219,167	169,570	113,166	-	282,736
Gift aid	290,348	17,920	-	308,268	289,850	16,180	-	306,030
Community fundraising	6,620	6,409	-	13,029	7,865	4,825	-	12,690
Subscriptions & donations	1,513,196	149,719	-	1,662,915	1,537,919	134,587	-	1,672,506
Legacies	653,526	931,973	-	1,585,499	570,911	72,604	-	643,515
People's Postcode Lottery	505,000	-	-	505,000	505,000	-	-	505,000
Donations and legacies	2,671,722	1,081,692	-	3,753,414	2,613,830	207,191	-	2,821,021
National Lottery Heritage Fund	-	1,096,167	-	1,096,167	-	913,706	-	913,706
Scottish Natural Heritage	177,400	110,821	-	288,221	205,518	120,920	-	326,438
Landfill Communities Fund	-	212,462	-	212,462	-	153,599	-	153,599
Community Jobs Scotland	-	29,156	-	29,156	-	45,883	-	45,883
Other grant income (note 5)	18,692	1,450,080	-	1,468,772	53,984	667,404	-	721,388
Business support	57,515	21,680	-	79,195	30,992	90,026	-	121,018
Commercial contracts	3,200	-	-	3,200	3,585	-	-	3,585
Other - sales / rents / fees	225,775	53,331	-	279,106	399,545	62,458	-	462,003
Charitable activities	482,582	2,973,697	-	3,456,279	693,624	2,053,996	-	2,747,620
Asset sales	-	-	-	-	3,800	823	-	4,623
Other incoming resources	-	-	-	-	3,800	823	-	4,623
Corporate sponsorship	8,869	5,000	-	13,869	13,528	12,802	-	26,330
Trading activities	8,869	5,000	-	13,869	13,528	12,802	-	26,330
Investment income (note 6)	92,216	70,377	-	162,593	62,710	67,392	-	130,102
Total income	3,255,389	4,130,766	-	7,386,155	3,387,492	2,342,204	-	5,729,696

Notes to the financial statements for the year ended 31 March 2019

5. Other grant income

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

	Charity	
	2019	2018
	£	£
Aberdeen City Council/AWPR Mitigation Fund	15,085	15,562
Arcadia	360,000	-
Cycling Scotland	11,076	-
DEFRA	10,700	1,000
Dolly Knowles Charitable Trust	-	30,000
Dulverton Trust	-	25,000
Dumfries and Galloway LEADER 2014 – 2020 Programme	46,606	-
Ecology Trust	5,000	-
Esmée Fairbairn Foundation	317,125	190,515
European Union – Erasmus	71,749	26,085
European Union Life+ per SNH	65,130	-
Faslane Trust	5,000	5,000
Forestry Commission Scotland	112,370	90,303
Garfield Weston Foundation	50,000	-
Graham and Henrietta Somervell Wildlife Trust	5,000	-
Historic Environment Scotland	73,713	-
Inner Forth Landscape Initiative / Heritage Lottery Fund	-	24,171
International Union for Conservation of Nature	-	9,000
John Muir Trust / John Ellerman Foundation	47,000	33,000
KMF Maxwell-Stuart Charitable Trust	-	50,000
Loch Lomond & Trossachs National Park Authority	10,000	5,000
Marine Scotland / Highland & Moray Fisheries Local Action Group	15,536	-
Macauley Development Trust	-	10,000
North Lanarkshire Council	91,745	8,295
Peter de Haan Charitable Trust	-	75,000
Pilgrim Trust	-	5,000
Ramblers' Association	-	10,000
Ronald Miller Foundation	6,000	-
Royal Society of Wildlife Trusts	33,930	-
Robert O'Curle Charitable Trust	-	10,000
RSPB	31,000	30,000
Scottish Environment Protection Agency	41,910	9,250
Scottish Government (Inc. Rural Priorities)	15,000	15,000
William Grant Foundation	-	13,800
Other grants <£5k	28,097	30,407
	<u>1,468,772</u>	<u>721,388</u>

Notes to the financial statements for the year ended 31 March 2019

6. Investment income

Group and charity	2019				2018
	Unrestricted £	Restricted £	Endowment £	Total £	£
Investment income – charity	92,216	70,377	-	162,593	130,102
Investment income - trading	-	-	-	-	-
Investment income	92,216	70,377	-	162,593	130,102
Realised gains/(losses)	83,563	-	182,916	266,479	171,511
Unrealised (losses) / gains	37,636	-	4,561	42,197	(307,150)
	121,199	-	187,477	308,676	(135,639)

The group's investment income of £162,593 (2018: £130,102) 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

	2019				2018
	Unrestricted £	Restricted £	Endowment £	Total £	£
Healthy Ecosystems	58,262	1,051,184	-	1,109,446	1,156,303
Protected Places	1,170,533	455,475	-	1,626,008	1,922,460
Thriving Species	27,617	892,463	-	920,080	831,675
A Scotland that values and benefits from nature	717,111	251,851	-	968,962	1,050,240
	1,973,523	2,650,973	-	4,624,496	4,960,678
Trading subsidiary	1,548	-	-	1,548	172,718
Charitable activities	1,975,071	2,650,973	-	4,626,044	5,133,396
Raising funds	256,883	322,794	-	579,677	562,011
2017/18 charitable costs	2,310,618	2,650,060	-	4,960,678	3,894,326
Total charitable spend	2,230,406	2,973,767	-	5,204,173	5,522,689
Total group spend	2,231,954	2,973,767	-	5,205,721	5,695,407

Notes to the financial statements for the year ended 31 March 2019

7. Summary analysis of expenditure for charitable activities (continued)

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)	2019	Total direct costs 2018	2018
		£	£	£	£	£	£
Healthy Ecosystems	347,519	613,703	961,222	148,224	1,109,446	905,004	1,156,303
Protected Places	718,807	689,963	1,408,770	217,238	1,626,008	1,454,794	1,922,460
Thriving Species	480,742	316,414	797,156	122,924	920,080	650,927	831,675
A Scotland that values and benefits from nature	510,645	328,862	839,507	129,455	968,962	877,627	1,050,240
	2,057,713	1,948,942	4,006,655	617,841	4,624,496	3,888,352	4,960,678
Raising funds	392,496	109,735	502,231	77,446	579,677	439,869	562,011
Support costs (note 9)	386,342	308,945	695,287	(695,287)	-	1,194,468	-
	2,836,551	2,367,622	5,204,173	-	5,204,173	5,522,689	5,522,689

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	2019	2018
	£	£	£	£	£	£
Projects	909,322	297,882	768,702	172,621	2,148,527	1,996,919
Reserve management	-	1,061,674	4,526	-	1,066,200	1,086,561
Visitor centres	-	-	-	224,774	224,774	229,414
Marketing	-	-	-	299,804	299,804	265,714
People & wildlife	-	-	-	129,179	129,179	117,567
Other conservation	41,622	15,081	13,649	7,166	77,518	125,045
Policy	10,278	34,133	10,279	5,963	60,653	67,132
	961,222	1,408,770	797,156	839,507	4,006,655	3,888,352

Notes to the financial statements for the year ended 31 March 2019

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	2019	2018
Support Costs	£	£	£	£	£	£	£
Finance & governance	31,701	60,671	88,920	50,316	52,989	284,597	260,144
Head office	17,821	34,108	49,989	28,287	29,790	159,995	134,647
HR and pension	8,788	16,820	24,651	13,948	14,690	78,897	635,490
Management	9,329	17,854	26,167	14,807	15,594	83,751	75,395
Health & safety	1,781	3,410	4,997	2,828	2,978	15,994	15,128
ICT	8,026	15,361	22,513	12,739	13,414	72,053	73,664
	<u>77,446</u>	<u>148,224</u>	<u>217,237</u>	<u>122,925</u>	<u>129,455</u>	<u>695,287</u>	<u>1,194,468</u>

Payments to the pension liability of £193,320 (2018:£173,064) are excluded from support costs.

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

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

	Group		Charity	
	2019	2018	2019	2018
	£	£	£	£
Auditors' remuneration - current year	10,435	10,200	8,925	8,750
Services provided by entities related to auditor	1,000	1,100	-	-
Depreciation on all other fixed assets	103,194	94,779	103,194	94,779
Operating leases	133,720	80,667	133,720	80,667
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	
	2019	2018	2019	2018
	£	£	£	£
Salaries and wages	2,407,080	2,296,651	2,407,080	2,296,651
Social security costs	199,936	197,260	199,936	197,260
Pension costs	219,698	749,922	219,698	749,922
	<u>2,826,714</u>	<u>3,243,833</u>	<u>2,826,714</u>	<u>3,243,833</u>
Accrual for annual leave	9,837	(6,834)	9,837	(6,834)
TOTAL	<u>2,836,551</u>	<u>3,236,999</u>	<u>2,836,551</u>	<u>3,236,999</u>

Notes to the financial statements for the year ended 31 March 2019

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

There was no staff recharge by the Trust to Natural Capital Scotland Limited during the year (2018: £120,417). The subsidiary company does not employ staff directly.

One employee had emoluments exceeding £70,000 but not more than £80,000 (2018: one employee exceeding £70,000 but not over £80,000). This employee was a member of the defined contribution pension scheme (2018: one employee).

The charity trustees were not paid nor received any other benefits from employment with the Trust or its subsidiary in the year (2018: £nil). Expenses of £620 in relation to travel and subsistence costs were reimbursed to Council members during the year (2018: £341). No charity trustee received payment for professional or other services supplied to the charity (2018: £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 £238,149 (2018: £245,471).

No redundancy payments were made during the year (2018: £nil). The Trust's policy is to expense redundancy payments at the time that the redundancy payment is notified.

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:

	2019 Number	2018 Number
Conservation	28.8	32.2
Projects	32.5	21.9
Public Affairs	20.2	15.3
Finance & Resources	17.3	24.2
Chief Executive	1.0	1.0
	<u>99.8</u>	<u>94.6</u>

The average number of individuals employed during the year was 117 (2018: 116).

Notes to the financial statements for the year ended 31 March 2019

13. Pension contributions

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

	2019	2018
	£	£
The Wildlife Trusts Pension Scheme	193,321	173,064
Royal London - stakeholder scheme	196,812	142,478
	<u>390,133</u>	<u>315,542</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 2016 valuation, scheme employers make contributions aimed on funding 100% of the deficit by 2026. The next Scheme Funding assessment will have an effective date of 1 April 2019 which is the point at which any changes in employers' contributions would be determined. An update is issued each year to give an indication of the Scheme's financial position.

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 2018/19 was £193,321 (2018: £173,064). Contributions rose sharply following completion of the 2013 triennial valuation when a recovery plan was agreed. Payments rise at 3% 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. No services were provided to the subsidiary in 2018/19 (2018: £121,802). Trustees monitor the relationship with its subsidiary to ensure that funds support the delivery of charitable interests in the longer-term. Where services are provided these are charged at an arm's length basis.
- International Union for the Conservation of Nature (IUCN). The Trust's former 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 Vice-Chair Finance is Chair of the Wildlife Trusts Pension Scheme.

The total amount of donations and subscriptions received from members of Council during the year was £1,841 (2018: £869). This does not include donations which were made anonymously.

Notes to the financial statements for the year ended 31 March 2019

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 2019 was £nil (2018: £nil).

16. Tangible fixed assets

Group and charity	Long leasehold land and buildings	Plant, machinery and motor vehicles	Office	Computers	Total
<u>COST</u>	£	£	£	£	£
As at 1 April 2018	1,624,018	653,840	10,589	106,919	2,395,366
Additions	-	169,548	-	5,771	175,319
Disposals	-	(36,344)	(10,589)	(17,062)	(63,995)
As at 31 March 2019	1,624,018	787,044	-	95,628	2,506,690
<u>DEPRECIATION</u>					
As at 1 April 2018	897,588	534,267	10,589	106,561	1,549,005
Charge for year	70,455	30,579	-	2,160	103,194
Disposals	-	(36,344)	(10,589)	(17,062)	(63,995)
As at 31 March 2019	968,043	528,502	-	91,659	1,588,204
<u>NET BOOK VALUE</u>					
As at 31 March 2019	655,975	258,542	-	3,969	918,486
As at 31 March 2018	726,430	119,573	-	358	846,361

Notes to the financial statements for the year ended 31 March 2019

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	2018/19	2017/18	2016/17	2015/16	2014/15
<u>Wildlife reserves</u>	£	£	£	£	£
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

31 wildlife reserves continue to be managed solely 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.

A local member generously gifted land to the Trust during the year, extending the Montrose Basin Wildlife Reserve. The Trust ceased management of two reserves during the year, Duns Estate and the west side of Falls of Clyde wildlife reserves. Both sites are subject to Long Term Forest Plans, primarily for commercial forestry.

	As at 1 April 2018	Additions during year	Disposals during year	As at 31 March 2019
<u>Purchase cost of wildlife reserves</u>	£	£	£	£
39 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 2019

18. Investments

The investment powers of the Trust are contained in the Memorandum of Association allowing investment of “any funds which are not immediately required for the Trust’s activities in such investments as may be considered appropriate (and to dispose of, and vary, such investments)”.

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. Only one investment’s market value represents more than 5% of the total portfolio, and that is the BMO Responsible Global Equity 2 Account. The unrestricted main fund includes unquoted securities of £12,500 valued at par (2018: £12,500).

Group and charity	Unrestricted main fund		Endowment sub-total		Total	
	2019	2018	2019	2018	2019	2018
	£	£	£	£	£	£
Market Value at b/fwd	1,933,114	1,246,323	2,196,198	1,870,260	4,129,312	3,116,583
Purchases	174,952	1,046,708	404,402	952,046	579,354	1,998,754
Disposals	(328,335)	(272,037)	(576,880)	(578,349)	(905,215)	(850,386)
Gains/ (losses)	121,200	(87,880)	187,476	(47,759)	308,676	(135,639)
Market value c/fwd	1,900,931	1,933,114	2,211,196	2,196,198	4,112,127	4,129,312
Cash	192,184	49,399	227,000	67,254	419,184	116,653
As at 31 March	2,093,115	1,982,513	2,438,196	2,263,452	4,531,311	4,245,965
Cost at 31 March	1,957,757	1,872,293	2,266,895	2,096,711	4,054,468	3,969,004

Group and charity	Cumbernauld		Irvine		Endowment sub-total	
	2019	2018	2019	2018	2019	2018
	£	£	£	£	£	£
Market Value b/fwd	1,277,303	1,144,110	918,895	726,150	2,196,198	1,870,260
Purchases	264,135	544,474	140,267	407,572	404,402	952,046
Disposals	(363,908)	(384,686)	(212,972)	(193,663)	(576,880)	(578,349)
Gains/ (losses)	110,429	(26,597)	77,047	(21,162)	187,476	(47,759)
Market value c/fwd	1,287,959	1,277,301	923,237	918,897	2,211,196	2,196,198
Cash	130,790	38,390	96,210	28,864	227,000	67,254
As at 31 March	1,418,749	1,315,691	1,019,447	947,761	2,438,196	2,263,452
Cost at 31 March	1,318,070	1,214,967	948,825	881,744	2,266,895	2,096,711

Notes to the financial statements for the year ended 31 March 2019

18. Investments (continued)

Group and charity	Unrestricted Main fund		Endowment sub-total		TOTAL	
	2019	2018	2019	2018	2019	2018
	£	£	£	£	£	£
Unquoted	12,500	12,500	-	-	12,500	12,500
Fixed interest	434,242	471,589	375,946	349,688	810,188	821,277
UK equities	538,085	603,077	627,939	711,940	1,166,024	1,315,017
Overseas equities	595,071	554,747	915,891	870,942	1,510,962	1,425,689
Other	321,033	291,201	291,420	263,628	612,453	554,829
As at 31 March	1,900,931	1,933,114	2,211,196	2,196,198	4,112,127	4,129,312
Cash	192,184	49,399	227,000	67,254	419,184	116,653
	<u>2,093,115</u>	<u>1,982,513</u>	<u>2,438,196</u>	<u>2,263,452</u>	<u>4,531,311</u>	<u>4,245,965</u>

Group and charity	Cumbernauld		Irvine		Endowment sub-total	
	2019	2018	2019	2018	2019	2018
	£	£	£	£	£	£
Unquoted	-	-	-	-	-	-
Fixed interest	218,586	202,829	157,360	146,859	375,946	349,688
UK equities	363,617	420,213	264,322	291,727	627,939	711,940
Overseas equities	532,029	497,238	383,862	373,704	915,891	870,942
Other	173,727	157,023	117,693	106,605	291,420	263,628
As at 31 March	1,287,959	1,277,303	923,237	918,895	2,211,196	2,196,198
Cash	130,790	38,390	96,210	28,864	227,000	67,254
	<u>1,418,749</u>	<u>1,315,693</u>	<u>1,019,447</u>	<u>947,759</u>	<u>2,438,196</u>	<u>2,263,452</u>

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:

	2019	2018
	£	£
Aberforth Smaller Companies Trust	149,864	116,251
BMO Responsible Global Equity Account 2	308,208	-
F&C Fund Management Ltd	-	274,999
HICL Infrastructure Ltd	207,493	180,875
IShares IV Plc	161,838	163,131
Link Fund Solutions Ltd	216,643	197,646
Rathbone Unit Trust Management Ethical Bond	244,216	173,351
SQN Asset Finance Income Fund Limited	-	-
Tesco Personal Finance Investments	-	95,226
The Renewables Infrastructure Group	231,218	208,449
Unilever PLC	-	108,776
	<u>1,519,480</u>	<u>1,518,704</u>

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 33.

Notes to the financial statements for the year ended 31 March 2019

19. Debtors

	Group		Charity	
	2019	2018	2019	2018
	£	£	£	£
Amounts falling due within one year				
Sundry debtors	189,416	84,169	189,416	160,237
Prepayments and accrued income	596,769	399,764	596,769	399,764
Income tax recoverable	66,804	84,171	66,804	84,171
Grants receivable	133,898	105,653	133,898	105,653
	<u>986,887</u>	<u>673,757</u>	<u>986,887</u>	<u>749,825</u>

20. Creditors

	Group		Charity	
	2019	2018	2019	2018
	£	£	£	£
Amounts due within one year:				
Other taxation and social security	-	50,230	-	50,230
Other creditors	292,648	418,005	292,648	407,420
Pension liability	206,709	200,962	206,709	200,962
Prepaid Income	110,358	88,559	110,358	88,559
	<u>609,715</u>	<u>757,756</u>	<u>609,715</u>	<u>747,171</u>

	£	£	£	£
Amounts due outwith one year:				
Prepaid income	117,807	105,568	117,807	105,568
Total creditors	<u>727,522</u>	<u>863,324</u>	<u>727,522</u>	<u>852,739</u>

Prepaid income				
Balance brought forward	194,127	298,288	194,127	108,088
Income released in year	(88,559)	(289,940)	(88,559)	(99,740)
Income deferred in year	122,597	185,779	122,597	185,779
Balance carried forward	<u>228,165</u>	<u>194,127</u>	<u>228,165</u>	<u>194,127</u>

21. Provisions

	Group		Charity	
	2019	2018	2019	2018
	£	£	£	£
Provision for dilapidations	256,234	249,893	256,234	249,893
Balance brought forward	249,893	183,862	249,893	183,862
Provided within year	6,341	66,031	6,341	66,031
Balance carried forward	<u>256,234</u>	<u>249,893</u>	<u>256,234</u>	<u>249,893</u>

Notes to the financial statements for the year ended 31 March 2019

22. Provision for pension payments

	Group		Charity	
	2019	2018	2019	2018
	£	£	£	£
Pension liability	1,543,487	1,713,921	1,543,487	1,713,921
Pension liability				
Balance brought forward	1,713,921	1,279,541	1,713,921	1,279,541
Payments made in year	(193,321)	(173,064)	(193,321)	(173,064)
Change in net present value	22,887	607,444	22,887	607,444
Balance carried forward	1,543,487	1,713,921	1,543,487	1,713,921
Amounts due within one year	206,709	200,963	206,709	200,963
Provision for pension payments	1,336,778	1,512,958	1,336,778	1,512,958
Pension liability	1,543,487	1,713,921	1,543,487	1,713,921

23. Contingent assets – legacy income

As at 31 March the charity had been notified of 19 legacies (2018: 22) 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.

6 (2018: 6) 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 (2018: £697,000). Of the remainder, 13 were residual, the likely income is in the region of £746,077 (2018: £613,737).

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.

25. Capital commitments

The Trust placed orders totalling £74,525 (2018: £nil) prior to the year-end. This related to fleet replacement and it is expected that the vehicles will be delivered between April and August.

Notes to the financial statements for the year ended 31 March 2019

26. 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 Trust's aims and objectives.

Funds summary

	Balance b/fwd	Income	Spend	Transfers	Investment gains	Balance c/fwd
	£	£	£	£	£	£
Unrestricted funds	1,605,174	3,255,389	(2,230,406)	(671,458)	121,199	2,079,898
Restricted funds	3,330,426	4,130,766	(2,973,767)	671,458	-	5,158,883
Endowment funds	2,279,945	-	-	-	187,477	2,467,422
Charity	7,215,545	7,386,155	(5,204,173)	-	308,676	9,706,203
Unrestricted						
Group adjustments	-	1,548	(1,548)	-	-	-
Group	7,215,545	7,387,703	(5,205,721)	-	308,676	9,706,203

Unrestricted funds

	Group		Charity	
	2019	2018	2019	2018
	£	£	£	£
Designated reserves	787,774	1,870,559	787,774	1,870,559
Fixed assets net book value	169,687	168,966	169,687	168,966
Pension liability	-	(1,713,921)	-	(1,713,921)
Free funds	987,079	1,169,350	987,079	1,169,350
Unrestricted funds	1,944,540	1,494,954	1,944,540	1,494,954
Unrestricted revaluation reserve	135,358	110,220	135,358	110,220
Total unrestricted reserves	2,079,898	1,605,174	2,079,898	1,605,174

Notes to the financial statements for the year ended 31 March 2019

26. Analysis of charitable funds (continued)

Designated funds

Some unrestricted funds are designated, recognising the Trust's commitment to particular projects.

Movements on designated funds in 2018/19 are shown below:

	Balance at 01/04/2018 £	New designation £	Changes to Designations £	Expensed in year £	Balance at 31/03/2019 £
Saving Scotland's Red Squirrels	250,000	-	(250,000)	-	-
Cumbernauld Living Landscape	100,000	-	-	-	100,000
Coigach & Assynt Living Landscape	100,000	-	-	-	100,000
Wildlife reserve maintenance	100,000	653,526	(100,000)	(653,526)	-
Edinburgh Living Landscape Project	10,000	-	(10,000)	-	-
	560,000	653,526	(360,000)	(653,526)	200,000
Landscape architecture	30,000	-	(30,000)	-	-
Land agent	16,494	-	(16,494)	-	-
Capacity building	275,000	270,000	-	(125,000)	420,000
Pension deficit	989,065	-	(821,291)	-	167,774
Total designated funds	1,870,559	923,526	(1,227,785)	(778,526)	787,774

Council reviewed the Reserves Policy during the year. The financial pressure of the pension deficit and the associated repayments has now been recognised in a simplified free reserve position. To maintain free reserves within the target range, it has been necessary to overhaul the designated reserves. The following funds are in existence:

- 1) Cumbernauld Living Landscape – the Trust was successful in its application to National Lottery Heritage Fund to deliver the Natural Connections project to enhance, restore and reconnect green areas of Cumbernauld. This 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.
- 2) 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 National Lottery Heritage 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.
- 3) 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.

Other designated funds

- 1) Capacity building – the Trust continues to invest in a number of measures to increase engagement, giving and optimise delivery of its vision. Part of this involves investment in digital transformation which it is hoped will strengthen infrastructure but also equip the Trust with channels to extend reach and more effectively deliver the long-term vision.
- 2) Pension deficit – the value of the pension creditor is the net present value of future cashflows, the designated reserve being equal to the discounted value.

Notes to the financial statements for the year ended 31 March 2019

27. 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 2018 £	Investment gains £	As at 31 March 2019 £
Cumbernauld	1,314,695	110,429	1,425,124
Irvine	965,250	77,048	1,042,298
Total	2,279,945	187,477	2,467,422

28. Restricted funds

Group and parent Restricted funds > £50k	Balance at 1 April 2018 £	Income Received £	Expenditure £	Transfers £	Balance at 31 March 2019 £
Property	675,647	-	(58,756)	-	616,891
Wildlife reserves	1,027,735	-	-	-	1,027,735
Wildlife reserve management	-	150,000	-	-	150,000
IUCN Urban Nature Alliance	-	160,000	(22,401)	-	137,599
IUCN UK Peatland Programme	41,072	181,700	(100,242)	-	122,530
Living Seas	-	183,347	(75,100)	22,617	130,864
Creating Natural Connections	(39,340)	221,905	(144,810)	-	37,755
McVean Living Landscape	-	500,000	-	-	500,000
Saving Scotland's Red Squirrels 2017-22	236,801	749,543	(872,479)	200,971	314,836
Coigach-Assynt Living Landscape	521,214	799,581	(740,294)	170,522	751,023
Other funds	867,297	1,184,690	(959,685)	277,348	1,369,650
	3,330,426	4,130,766	(2,973,767)	671,458	5,158,883

Both the property and wildlife reserves funds reflect the carrying value of assets acquired through restricted funding. Certain restricted funds are disclosed separately due to the materiality of the values involved.

A number of other projects, for which restricted income was received during 2018/19, are shown within the heading of "Other funds".

Notes to the financial statements for the year ended 31 March 2019

29. Analysis of net assets between funds

Group	General unrestricted fund £	Restricted funds £	Endowment funds £	Total funds £
Fixed assets	169,687	1,797,657	-	1,967,344
Investments	2,093,114	-	2,438,197	4,531,311
Net current assets	1,153,875	3,361,225	29,224	4,544,324
Long-term liabilities	(1,336,778)	-	-	(1,336,778)
	<u>2,079,898</u>	<u>5,158,882</u>	<u>2,467,421</u>	<u>9,706,201</u>

Charity	General unrestricted fund £	Restricted funds £	Endowment funds £	Total funds £
Fixed assets	169,687	1,797,657	-	1,967,344
Investments	2,093,114	-	2,438,197	4,531,311
Net current assets	1,153,875	3,361,225	29,224	4,544,324
Long-term liabilities	(1,336,778)	-	-	(1,336,778)
	<u>2,079,898</u>	<u>5,158,882</u>	<u>2,467,421</u>	<u>9,706,201</u>

30. Post-balance sheet events

There were no post balance sheet events.

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

	Group		Charity	
	2019 £	2018 £	2019 £	2018 £
Net movement in funds	2,490,658	91,820	2,490,658	71,368
Add back depreciation charge	103,194	94,779	103,194	94,779
Deduct investment income	(162,593)	(130,102)	(162,593)	(130,102)
Deduct donated shares	-	-	-	-
Deduct realised gains/(losses) on investments	(266,479)	(171,511)	(266,479)	(171,511)
Deduct unrealised gains/(losses) on investments	(42,197)	307,150	(42,197)	307,150
Add cash used in financing activities	(302,531)	1,172,610	(302,531)	1,172,610
Deduct gain on sale of fixed assets	-	(4,623)	-	(4,623)
(Increase)/decrease in stocks	(350)	1,152	(350)	1,152
(Increase)/decrease in debtors	(313,130)	(160,517)	(237,062)	(259,144)
Increase/(decrease) in creditors	(135,802)	11,561	(125,217)	194,929
Increase/(decrease) in pension	(169,839)	406,481	(169,839)	406,481
Net cash inflow/(outflow) from operating activities	<u>1,200,931</u>	<u>1,618,800</u>	<u>1,287,584</u>	<u>1,683,089</u>

Notes to the financial statements for the year ended 31 March 2019

32. Financial commitments

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

	2019	2018
	£	£
Land and buildings		
Amounts payable falling due within one year	81,140	73,499
Amounts payable falling due in more than one year but less than five years	16,479	70,403
Amounts payable falling due after five years	-	-
Total	97,619	143,903

33. 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). After running three very successful conferences, raising greater awareness on natural capital within Scottish Government and among senior decision-makers and building many new internal connections, the directors decided not to run another World Forum in its current form.

As reported last year the directors had decided that the company would be dormant, however due to the balances as at 31 March 2018, various transactions have run through the accounts during the year ended 31 March 2019.

All creditors and debtors are now cleared and the bank account is closed. No further trading activity is anticipated. The summary financial performance of the subsidiary alone is:

	2019	2018
	£	£
Turnover	1,548	422,778
Other interest receivable and similar income	-	-
Cost of sales	(473)	(302,175)
Admin expenses	(1,075)	(10,501)
Net profit	-	110,102
Tax on loss on ordinary activities	-	-
Net profit/(loss)	-	110,102
Total funds brought forward	-	(20,452)
	-	89,650
Distribution to parent company	-	(89,650)
Total funds carried forward	-	-

The assets and liabilities of the subsidiary were:

Debtors	-	13,583
Cash at bank and in hand	1	86,653
Creditors	-	(100,235)
Total assets less current liabilities	1	1
Called up share capital	1	1
Profit and loss account	-	-
Shareholder funds	1	1

Achievements and performance in 2018/19

Healthy ecosystems

Five Year Plan operational objective	Achievements in 2018/19
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 five topics (including health and wellbeing, climate change, planning, Brexit and land stewardship).</p> <ul style="list-style-type: none"> a. During ongoing and rapidly changing Brexit negotiations the Trust continued to place strong emphasis on the environmental priorities of future agricultural support and the 'governance gap'. This included supporting Scottish Environment LINK's campaign "Fight for Scotland's Nature" and the call for a Scottish Environment Act. b. Advocating the principles of the Trust's Land Stewardship Policy remained a high priority with Trust representatives giving evidence to Scottish Government committees and in Westminster. c. Increased emphasis was placed on responding to Scottish Government consultations including those on future agricultural support, the forestry strategy, the proposed environment strategy and climate change emissions targets.
	<p>Aim(s): to contribute, as a specialist adviser, to the work of the Grouse Moor Management Group.</p> <ul style="list-style-type: none"> a. Susan Davies, who was our Director of Conservation until the end of December 2018, has been a Specialist Adviser to the Scottish Government's Grouse Moor Management Group.
Introduce the concept of Ecological Urbanism and champion the case for its practical adoption	<p>Aim(s): to launch Policy Futures 4 on 'Living Cities'.</p> <ul style="list-style-type: none"> a. Our <i>Living Cities</i> publication was launched at our National Members Day on 22 September 2018.
	<p>Aim(s): to promote and communicate Ecological Urbanism through a programme of external presentations, blogs and social media.</p> <ul style="list-style-type: none"> a. We coordinated an ongoing campaign including a series of blogs, presentations and other social media activity.
	<p>Aim(s): to commence delivery of the IUCN Urban Nature Alliance project which will ultimately provide a web-based platform for sharing IUCN linked best practice case studies and produce a set of urban ecosystem health indicators.</p> <ul style="list-style-type: none"> a. Recruited project lead and launched IUCN Urban Alliance. b. Established Strategic Board, Project Board and Technical Expert Group. c. Recruited IUCN constituents into the Urban Alliance

Achievements and performance in 2018/19

<p>Strengthen our <i>Living Landscapes</i> in Coigach & Assynt, Cumbernauld and Edinburgh and further champion <i>Living Seas</i></p>	<p>Aim(s): to share best practice between funded Living Landscape projects.</p> <ul style="list-style-type: none"> a. Developed an Edinburgh-based landscape scale conservation practitioners network event. b. Students from Cumbernauld Academy took part in a Central Scotland Green Network parliamentary event and visited Edinburgh Living Landscape sites.
	<p>Aim(s): Cumbernauld Living Landscape: to develop concept for Creating Natural Connections Project to facilitate fundraising and begin implementation.</p> <ul style="list-style-type: none"> a. The Creating Natural Connections scheme was successfully developed and delivery phase commenced. b. A transformational grant of £1,375,000 was secured from the National Lottery Heritage Fund, representing the most significant investment in the town's natural environment since it was created in the 1950s.
	<p>Aim(s): Edinburgh Living Landscape: to support the development of Edinburgh & Lothian Greenbelt Trust "Green Infrastructure" project at Little France Park including delivery of three placemaking workshops with local schools.</p> <ul style="list-style-type: none"> a. The completion of the management plan and development of a Biodiversity Challenge Fund application have brought renewed interest in the development of the park as Edinburgh's next local nature reserve.
	<p>Aim(s): Coigach & Assynt Living Landscape tree nursery: to produce and sell at least 30,000 native trees and prepare for the doubling of production in the following year.</p> <ul style="list-style-type: none"> a. The nursery is selling all the native trees and shrubs it can grow and has set the stage for production to double production over the next year.
	<p>Aim(s): Coigach & Assynt Living Landscape Partnership: to lead on the implementation of five CALLP projects.</p> <ul style="list-style-type: none"> a. Crofting Project: eight courses for crofters organised by newly appointed Crofting Officer ranging from "growing in polytunnels" to common grazings management. b. Marine Project: Arranged for five high school pupils and one teacher to experience a three-day cetacean survey (delivered by the Hebridean Whale & Dolphin Trust); collated an oral history of the Coigach Fisheries; conducted research into support for intertidal and marine surveying. c. Sustainable Deer Management: Two students completed a University of the Highlands & Islands module on sustainable management of deer; provided eight estates with Habitat Assessment Training. d. Posties Path: Secured contractor for survey and project management of remaining path repair works. Path repair specification prepared for community consultation in May

Achievements and performance in 2018/19

	<p>2019 and tendering of path work.</p> <p>e. Achlochan Coastal Heritage: Completed reed clearance of an area of Loch Poll an Dunain. Completed a range of capital works including repairing a barn for equipment storage and the installation of path waymarkers and water gauges. Interpretation boards are ongoing and small mammal trapping was conducted with the primary school.</p>
	<p>Aim(s): to act as Scheme Administrator for Coigach Assynt Living Landscape Partnership Scheme (CALLP) including submission of HLF claims (quarterly), implementation of Year 2 work programme and development of Year 3 work programme.</p> <p>a. 22 of 28 Scheme projects are presently being implemented, with four projects to be completed in 2019/20.</p> <p>b. The Woodland Expansion project is establishing new woodland and/or bringing woodland back into active management;</p> <p>c. 250 tonnes of rubble have been excavated from the Clachtoll Broch with many exciting archaeological discoveries unearthed throughout the work.</p> <p>d. A year three work programme was developed.</p>
	<p>Aim(s): to champion Living Seas through marine planning programme; to continue promotion of the Trust's policy on decommissioning and collaborative work with North Sea Futures; to update, promote and apply the Trust's aquaculture policy.</p> <p>a. Updated Trust policy on finfish aquaculture.</p> <p>b. Developed Trust position on seaweed harvesting.</p> <p>c. Provided evidence to the Rural Economy & Connectivity Committee inquiry into salmon farming.</p> <p>d. Provided evidence to the Scottish Affairs Committee inquiry into the oil and gas industry.</p>
FRAGMENTED WILDLIFE HABITATS ARE MORE CONNECTED AND RESILIENT	
Establish new Living Landscapes and Living Seas partnerships which incorporate the Trust's wildlife reserves	<p>Aim(s): to complete the assessment of the effectiveness of implementation of the Living Landscapes and make proposals for new activities for future years.</p> <p>a. A review of the implementation of Living Landscapes was completed and feedback from Conservation Committee has led to a review of how we communicate the common goals of the individual initiatives.</p>
	<p>Aim(s): to support the work of the (RSPB-led) Garnock Connections partnership through the Project Board and Steering Group and implement Year 1 projects.</p> <p>a. Water control plan and bird hide installed at Garnock Floods Wildlife Reserve;</p> <p>b. Bare sand created and sand martin boxes installed at Shewalton Sandpits Wildlife Reserve.</p>

Achievements and performance in 2018/19

	<p>Aim(s): to continue to support the (JMT-led) Heart of Scotland project (including seeking Conservation Committee approval to progress with Keltneyburn reserve extension).</p> <p>a. Four landowners agreed to look at an agreement which would form a corridor within an area designated as a Special Area of Conservation.</p>
<p>Champion the case for the practical adoption of a National Ecological Network</p>	<p>Aim(s): to continue promotion and advocacy for an (SNH) implementation plan for a National Ecological Network (NEN).</p> <p>a. Gave evidence to Local Government and Communities Committee, using NEN as basis for this.</p> <p>b. Drafted article for British Wildlife Magazine to explain the implementation and funding of the NEN.</p> <p>c. Co-ordinated a meeting with SNH and other LINK leads to further develop what an NEN would look like for individual sectors/land uses. The Trust led on producing the agricultural side of this.</p> <p>d. Delivered several lectures to Edinburgh University/SRUC on key conservation concepts – highlighting the importance of an NEN framework.</p> <p>e. Met with Mairi Gougeon MSP, Minister for Rural Affairs and the Natural Environment on two occasions to discuss policy work and NEN importance.</p>
<p>Demonstrate the implementation of the National Ecological Network through a new flagship project</p>	<p>Aim(s): to work with partners to develop the 'Riverwoods' project: securing partnership Memorandum of Understanding and implement in a pilot area.</p> <p>a. The Riverwoods project concept has been further developed, with added impetus coming from the Scottish Conservation Finance Project. The project concept was presented publicly at the launch of the £1 Billion Challenge in February and a provisional Steering Group has been drawn up.</p>
	<p>Aim(s): to lead the Irvine to Girvan Nectar Network Project.</p> <p>a. Despite a gap in staffing, the project continued to harness the goodwill of 30 organisations and businesses to sow wildflowers and bring existing meadows into management, plant pollinator friendly trees and shrubs, and install insect nesting structures</p> <p>b. Advice was given to seven site managers and 12 sites were actively worked on. This practical management was supported by 107 volunteer days.</p>

Achievements and performance in 2018/19

Protected places

Five Year Plan operational objective	Achievements in 2018/19
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 implementation of the five recommendations from the Strategic Review of Wildlife Reserves which focus upon reserve management and report progress to Council.</p> <p>a. Open Habitats Review completed and its recommendations accepted by Conservation Committee.</p>
	<p>Aim(s): to review selected management objectives on reserves and agree management tasks.</p> <p>a. Eight management plans and statements produced.</p>
	<p>Aim(s): to complete all tasks which protect or enhance the reserves designated features.</p> <p>a. 94.3% of the designated features on our wildlife reserves are in favourable - or unfavourable recovering - condition.</p>
	<p>Aim(s): to produce a management statement with clear outcomes for Rahoy Hills Wildlife Reserve (Morvern) including a reduction in grazing pressure, based on quantitative and qualitative monitoring.</p> <p>a. A draft management plan has been produced and deer control has begun for the first time in many years.</p>
	<p>Aim(s): to develop a landscape restoration project for Largiebaan Wildlife Reserve (Kintyre).</p> <p>a. Options for forestry extraction explored with advice from a forestry agent, and tendering process reviewed with a land agent.</p>
Reinforce the role of wildlife reserves in the Trust's wider work including education, community engagement and advocacy	<p>Aim(s): to complete the implementation of the three people-focussed recommendations from the Strategic Review of Wildlife Reserves and report progress to Council.</p> <p>a. Progress against the recommendations from the Strategic Review of Volunteering are reported elsewhere in the annual report.</p>
	<p>Aim(s): to improve the quality of access to our wildlife reserves.</p> <p>a. Installed new access at Falls of Clyde Wildlife Reserve in South Lanarkshire, to complete the formal circular path network.</p> <p>b. Further improved the circular route around Handa Island Wildlife Reserve in Sutherland with the construction of an extension to the hard-wearing stone path.</p> <p>c. Completed the access and wetland project on Carron Dams Wildlife Reserve in Falkirk, with the construction of an adjustable sluice, next to the former Carron Ironworks.</p>

Achievements and performance in 2018/19

	<p>Aim(s): to continually improve the way we manage our wildlife reserves to facilitate thriving native trees, plants and species.</p> <ul style="list-style-type: none"> a. Completed Phase 2 woodland restructuring of the 20-year Long Term Forest Plan across four reserves within the Cumbernauld Living Landscape in North Lanarkshire. b. Completed the initial phase of woodland restructuring on Brock Wood Wildlife Reserve in East Lothian. c. Expanded the Flying Herd operation to include the grazing of Petershill Wildlife Reserve in West Lothian. d. Acquired an extension to Montrose Basin Wildlife Reserve; expanding the reserve to the east of the Visitor Centre and acting as a buffer between the main road and the foreshore.
CRITICAL HABITATS ARE SAFEGUARDED AND RESTORED	
Provide leadership within the International Union for Conservation of Nature (IUCN) UK Peatland Programme	<p>Aim(s): to continue to deliver against the IUCN UK Peatland Programme 5-year work plan (hosted and chaired by the Trust).</p> <ul style="list-style-type: none"> a. UK Peatland Strategy launched and country strategies being developed. b. Organised a successful conference at Loch Lomond with record attendance. c. Peatland Code award and first project starting.
Undertake targeted campaigns and planning casework to protect high-priority marine and terrestrial habitats under threat	<p>Aim(s): to develop a Scottish peat alternatives advocacy programme including review of the use of horticultural peat policy.</p> <ul style="list-style-type: none"> a. No progress made during 2018/19 as other partners are now leading on a UK campaign.
	<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> <ul style="list-style-type: none"> a. Took an active role in the Coul Links Conservation Coalition; securing over 13,000 signatures to an online petition, fundraising for legal costs and providing our Chief Executive as an expert witness to the public inquiry. b. Our Ayrshire Local Group led opposition to development proposals which threaten the Ardeer sand dunes (the largest brownfield site in North Ayrshire). The proposals would redevelop the site into retail, housing, a marina and golf course.

Achievements and performance in 2018/19

Thriving species

Five Year Plan operational objective	Achievements in 2018/19
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> <ul style="list-style-type: none"> a. Red squirrel occurring in more locations in built-up areas of Aberdeen. Grey squirrel populations continued to be controlled in and around Aberdeen to reduce their abundance and occupancy by adaptive management techniques. b. Adaptive management monitoring in Aberdeen/shire developed and trialled, aimed at improving efficiency of trapping efforts. c. Grey squirrel densities continued to be restricted to low levels along the Highland Line. No significant breaches of the Highland Line in 2018/19.
	<p>Aim(s): to implement an Ecological Monitoring and Evaluation Programme.</p> <ul style="list-style-type: none"> a. 8th set of standardised annual surveys completed in 2018/19. b. Squirrelox monitoring across key sites of the Central Lowlands completed for 2018. c. Record number of distribution records added to the Scottish Squirrel Database in 2018/19. 7,775 sightings records submitted via website; plus 14,657 distribution records from other project work.
	<p>Aim(s): to launch and maintain the new web-based data management system and Community Hub.</p> <ul style="list-style-type: none"> a. Built and launched new web-based data management system and Community Hub for support and feedback for local volunteer red squirrel groups.
	<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> <ul style="list-style-type: none"> a. Brand identity refreshed and the profile of the project widely raised through press, website and social media. b. Wide media coverage achieved for the project with six awareness raising media releases, five media events, 82 pieces of national media coverage and 262 pieces of regional coverage.
	<p>Aim(s): to increase volunteer networks in South Scotland to at least 13, to increase the average volunteers per network to 15.</p> <ul style="list-style-type: none"> a. Number of volunteer networks in South Scotland increasing in key areas of red squirrel vulnerability with 11 volunteer networks in South Scotland and one in the North East.

Achievements and performance in 2018/19

	<p>Aim(s): to deliver 81 community engagement and training events and host six stakeholder networking events.</p> <ul style="list-style-type: none"> a. Target for community engagement events exceeded with 97 community and training events during the year. b. Six stakeholder networking events were held.
Refresh our Flagship Species Framework 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> <ul style="list-style-type: none"> a. Attended all Steering Group meetings and chaired a meeting of the Communications Sub-Group focusing on messaging around the independent review of wildcat conservation in Scotland.
	<p>Aim(s): Priority Species Action: to produce a rolling programme of blogs and lead the SNH national species reintroduction forum sub-group to develop a strategic programme for conservation translocations.</p> <ul style="list-style-type: none"> a. A rolling programme of blogs were produced on a number of priority species, including grass of parnassus, sea trout, swifts and waxcaps. Some were guest blogs written by experts in their field and others written by Trust experts. b. An article on priority species was included in the March edition of the Scottish Wildlife magazine. c. The national species re-introduction forum strategic sub-group did not convene with capacity focused more on securing European Protected Species (EPS) status for beavers.
	<p>Aim(s): to expand juniper on Trust reserves in Ayrshire and Perthshire.</p> <ul style="list-style-type: none"> a. Planted trees continue to thrive. b. 2,040m of deer fencing erected at Balnaguard Glen to reduce grazing of young juniper. A herbivore impact assessment was carried out which confirmed browsing within the fenced area has already reduced.
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 fulfil year two requirements of the license for re-enforcement of work at Knapdale and associated survey, engagement and communications activity.</p> <ul style="list-style-type: none"> a. European Protected Species status announced commencing 1 May 2019. A Celebration Event planned to coincide with the legislation coming in to force. b. Ten further beavers released in Knapdale under the reinforcement licence with RZSS. c. Successful local community engagement undertaken.

Achievements and performance in 2018/19

Build a strong case for the re-introduction of the lynx	<p>Aim(s): to support the work of the eNGO lynx coalition group to build the case for return of lynx.</p> <p>a. The continued discussions with interested parties on building the case for lynx reintroduction and included a special presentation on lynx at the National Members' Day in September.</p>
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Achievements and performance in 2018/19

A Scotland that values and benefits from nature

Five Year Plan operational objective	Achievements in 2018/19
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 28,440 inspiring interactions through education and events. 20,810 of these were through informal activities (such as guided walks and workshops) and 7,630 through formal education work. b. Eight volunteer internships and four Community Jobs Scotland placements were delivered across the Trust. The latter are targeted at people facing serious barriers to employment. c. Recruited 536 active volunteers.
	<p>Aim(s): to attract more than 50,000 visits to our visitor centres.</p> <ul style="list-style-type: none"> a. 54,425 visits recorded - 20,632 to the Loch of the Lowes Visitor Centre; 12,128 to the Montrose Basin Visitor Centre; 21,665 to our Falls of Clyde Visitor Centre. b. Recorded a high level of visitor satisfaction (assessed by periodic surveys). c. Installed a 'Woodland Wildlife' self-guided trail at Falls of Clyde (New Lanark) which has been well received by visitors. Delivered the second summer of an Animal Ambassador programme (in partnership with Scottish Badgers), setting camera traps, reviewing footage and presenting findings. 543 primary schoolchildren participated in a Mammal Detective roadshow – a high quality, hour long session delivered in conjunction with Scottish Badgers.
	<p>Aim(s): to maintain a network of at least 30 active Wildlife Watch groups around Scotland.</p> <ul style="list-style-type: none"> a. 31 Wildlife Watch groups active around Scotland, four new groups established and three groups closed. b. 99 Wildlife Watch volunteer leaders and helpers engaged in actively supporting group activity, five support visits carried out to ensure compliance. c. Leaders' Training Day delivered at Linlithgow with 33 attendees.
	<p>Aim(s): to attract at least 420,000 unique users to the Trust's main website and achieve a measurable increase in the Trust's cumulative online reach.</p> <ul style="list-style-type: none"> a. Attracted over 472,000 users (from 180 countries) to the Trust's website. b. Collectively the Trust's social media accounts have c 94,000 followers and our content has been viewed c 2,500,000 times.

Achievements and performance in 2018/19

	<p>Aim(s): to achieve 80 million “opportunities to see” (OTS) per quarter through targeted media work.</p> <ul style="list-style-type: none"> a. An average of 69 million OTS per quarter was achieved. b. Significant media coverage includes Radio 4's Farming Today, and a One Show feature on Edinburgh Living Landscape. c. Widespread coverage in National Media of topics including legal protection for beavers, Coul Links and the Ardeer peninsula. d. The Trust secured a weekly opinion column in the Scotsman for much of the year.
	<p>Aim(s): Cumbernauld Living Landscape: to support the development of the business case for the delivery of green routes.</p> <ul style="list-style-type: none"> a. Development of Green Routes has continued and the project continues to seek funders.
	<p>Aim(s): Edinburgh Living Landscape: to provide secretariat support for the partnership board meetings, identify and develop a project that supports the Edinburgh Living Landscape objectives which the Trust will lead and ensure engagement activities on reserves are well communicated.</p> <ul style="list-style-type: none"> a. Attracted 5,200 unique users to the Edinburgh Living Landscape website b. Grew the Edinburgh Living Landscape social media following to 1,000 on Facebook and 2,000 on Twitter. c. Supported City of Edinburgh Council to include ecological change and conservation finance when developing an application to transform its parks and greenspace service d. Improved engagement in the Edinburgh Pollinator Pledge and linked this with three primary school workshops delivered by our People and Wildlife team. e. Started transformation of Edinburgh Living Landscape operating model and supported partners to take forward projects (Shoreline, Little France Park and City Sounds).
	<p>Aim(s): Ayrshire Community Engagement: to deliver a programme of events including monthly guided walks, weekly volunteer sessions, classroom sessions and whole school events. Where appropriate, support the delivery of the Nectar Network and Garnock Connections projects.</p> <ul style="list-style-type: none"> a. Exceeded targets for walks, people engaged and new groups. b. Delivered 61 outdoor volunteer sessions, supported seven community groups and led nine guided walks.
	<p>Aim(s): to deliver the Living Seas: Marine Community Project including developing a national snorkel trail and website, setting up a network of remote beach cleaning stations and developing a hub of excellence for marine community engagement by showcasing local activities.</p> <ul style="list-style-type: none"> a. Explored potential sites across Scotland leading to the early stages of development of several new snorkel trails.

Achievements and performance in 2018/19

	<ul style="list-style-type: none"> b. Developed a beach clean station for Skye. c. Organised the annual Marine Day and Angling Competition in Ullapool which attracted the largest crowd to date. d. Presented at International Marine Conference (Glasgow).
Develop a network of champions for nature including a growing number of engaged members and supporters	<p>Aim(s): to identify and implement the best combination of software which will enable us to start profiling and segmenting supporters according to their interests.</p> <ul style="list-style-type: none"> a. Launched an onboarding series for new sign ups to the Trust's eNewsletter list to improve the supporter journey and to gain insight into supporter interests. b. Successfully trialled software to synchronise contacts databases in order to make workflow more efficient and to ensure GDPR compliance.
	<p>Aim(s): to report progress at the AGM and deliver a flagship National Members' Day and feed back on new initiatives.</p> <ul style="list-style-type: none"> a. AGM/National Members' Day held at National Museum of Scotland (Edinburgh); a sell-out event featuring keynote presentations on <i>Scotland: The Big Picture</i> (by Peter Cairns) and <i>The Lynx and Us</i> (by David Hetherington).
	<p>Aim(s): to complete and manage the Living Seas interactive map and deliver the basking shark Marine Protected Areas campaign.</p> <ul style="list-style-type: none"> a. Launched Living Seas Interactive Map. b. Basking shark MPA consultation delayed until 2019.
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 make progress towards the implementation of natural capital principles as outlined within the Trust's Land Stewardship Policy.</p> <ul style="list-style-type: none"> a. Held meetings with several key stakeholders to discuss various land stewardship topics such as post-Common Agricultural Policy arrangements and silvopasture. b. Responded to key consultations regarding the Brexit transition period, the environment strategy and emissions targets. c. Held a Forestry Strategy consultation event for members including Forestry Strategy lead at Forestry Commission Scotland. d. Delivered two lectures to SRUC students focusing on Land Stewardship Policy principles, and presented at SRUC conference. e. Submitted written evidence to the Westminster Scottish Affairs Committee for their Agriculture enquiry and gave oral evidence at Westminster in relation to post Brexit frameworks and payment for public goods. f. Spoke at Labour party conference on payment for public goods.

Achievements and performance in 2018/19

<p>Inspire leadership in the stewardship of our natural environment through the Scottish Forum on Natural Capital</p>	<p>Aim(s): to provide leadership and support through the secretariat of the Scottish Forum on Natural Capital and achieve demonstrable progress under each of the Forum's three strategic themes.</p> <ul style="list-style-type: none"> a. Premiered a short film at the Scottish Parliament which explained the concept of natural capital and showcased the work happening by Scottish businesses and government agencies in using natural capital approaches. b. Held a session at the National Economic Forum in May focusing on natural capital and its potential application to growing and sustaining the rural economy. c. Held a business-focused workshop on behalf of the Cambridge Institute for Sustainability Leadership and the Natural Capital Coalition to feed into the production of a Biodiversity Supplement to the Natural Capital Protocol. d. Supported completion of a trial of the Natural Capital Protocol on three Crown Estate Scotland sites. e. Responded to the consultation for the Environment Strategy following a meeting of 25 member organisations. f. Brought together over 20 public sector agencies for the second Public Sector Natural Capital Roundtable. g. Guided Historic Environment Scotland in the early stages of plans to measure natural and cultural capital.
	<p>Aim(s): to work with the Scottish Forum on Natural Capital to deliver the partnerships for innovation project and establish a roadmap for conservation finance in Scotland.</p> <ul style="list-style-type: none"> a. Launched the £1 Billion Challenge in Scotland and London and gained positive media attention for the challenge. b. 24 organisations signed up to be Scottish Conservation Finance Pioneers and 78 signed up to be kept informed of the progress.

Achievements and performance in 2018/19

Strong foundations

Five Year Plan operational objective	Achievements in 2018/19
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 ensure core compliance is embedded across all staff in terms of key annual assessments and compliance returns. To establish and deliver the training plan.</p> <ul style="list-style-type: none"> a. Learning and Development Framework now in use.
	<p>Aim(s): to develop a strategic plan to deliver continuous improvement in the Trust's environmental sustainability.</p> <ul style="list-style-type: none"> a. Agreed the Trust's Environmental Responsibility Policy. b. Purchased E-bikes to promote cycling and reduce car use in three locations. c. Purchased re-usable cups and platters to reduce office waste. d. Planned a greening day at Harbourside House to promote health and sustainability through engaging employees. e. Included electric vehicles within successful project application and carried out preliminary research.
	<p>Aim(s): to deliver a culture which supports and promotes health, safety and wellbeing.</p> <ul style="list-style-type: none"> a. Achieved bronze award for Health Working Lives. b. Reduced the number of accidents reported. No RIDDOR reportable accidents occurred during the year. c. Carried out 14 workplace audits. d. Refreshed all Safeguarding procedures. e. Reviewed and amalgamated the Health & Safety Policy and supporting policy standards. f. Reviewed and launched the Driving for the Trust policy, procedures and risk assessment. g. Reviewed and relaunched the Stress policy, procedures and risk assessment.
Refresh our volunteer support structure to enable delivery of the Trust's vision	<p>Aim(s): to implement recommendations from the Strategic Review of Volunteering.</p> <ul style="list-style-type: none"> a. 5,536 volunteer days on reserves recorded. b. Implementation of Strategic Review of Volunteering recommendations include: <ul style="list-style-type: none"> • Appointed Volunteer Development Assistant and increased hours for People and Wildlife Officer. • Established Implementation Support Group to support delivery of strategic review outcomes. • Launched Trustees' Awards for Volunteering: members, volunteers and staff nominated awards that recognise lifetime achievement, long service, special contribution and unusual volunteer achievement, with recipients announced at National Members' Day. • Launched Scottish Wildlife Trust Young Leaders' Network.

Achievements and performance in 2018/19

	<ul style="list-style-type: none"> • Tiered Scottish Wildlife Trust Conservation Award drawn up, launched Spring 2019. • Data management action plan in place to enable more effective management and reporting of volunteer effort and ensure compliance.
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 the AGM and National Members' Day.</p> <ol style="list-style-type: none"> Following a competitive application process, appointed a new Director of Conservation and Chief Executive. Council oversaw the work of Conservation Committee, Finance and Audit Committee and Nominations Committee. The Trust's 54th AGM was held at National Museum of Scotland in Edinburgh. Business dealt with at the AGM included unanimously approving modernised Articles of Association which supports charity best practice.
	<p>Aim(s): to implement the GDPR Action Plan to ensure compliance with the Data Protection Act 2018 (GDPR).</p> <ol style="list-style-type: none"> Our database of supporter records was reviewed, a disposals procedure instigated and skeletal records created for priority historic data. A bespoke archive was created for the latter. Migrated to a new supporter database package which offers enhanced security features.
	<p>Aim(s): to convene four meetings of Project Excellence Team to ensure a suitable level of oversight, promote good practice including recovery of costs, and develop guidance materials.</p> <ol style="list-style-type: none"> The Project Excellence Team met four times during the year.
	<p>Aim(s): to ensure all operations are compliant with land, species and habitat legislation.</p> <ol style="list-style-type: none"> Trust reserves designated under national and international wildlife legislation were monitored by Scottish Natural Heritage and actions recorded on the Remedies Database. Long Term Forest Plans are being delivered on the four Cumbernauld greenspaces reserves as approved by Forestry and Land Scotland. Other felling operations over a certain scale are subject to felling licenses. Trust livestock movements were recorded in accordance with national and internationally agreed procedures to maintain animal welfare standards. Activities impacting on free-flowing watercourses are subject to discussion with SEPA relating to the current licensing regime.
	<p>Aim(s): to deliver full range of statutory reporting in good time, including audit of annual accounts and OSCR submissions.</p> <ol style="list-style-type: none"> The audit of the annual accounts was successfully completed

Achievements and performance in 2018/19

	<p>with the annual report and accounts approved by Council in June 2018. This was the first year of RSM as external auditor.</p> <ol style="list-style-type: none"> All OSCR submissions and annual returns occurred on time. The Trust secured software to ensure it complies with the requirements of Making Tax Digital.
Maintain a clear financial reserves policy, strengthen our income streams and prioritise expenditure	<p>Aim(s): to oversee the implementation of a capacity building programme, encompassing investment of free reserves and attaining external funding in a way that supports growth of unrestricted funding, improves infrastructure and develops future digital engagement strategies.</p> <ol style="list-style-type: none"> A range of investment in capacity building commenced in the year covering a number of headings including: improved member engagement, ground work to support face-to-face recruitment in Glasgow/West, promotion of Free Wills Network, investment in digital member recruitment and increased administrative support.
	<p>Aim(s): to secure over £1.5m restricted funding for projects approved by Project Excellence Team (and/or core activities) by fundraising amongst individual donors, businesses and grant giving bodies.</p> <ol style="list-style-type: none"> More than £3.8m secured. Cumbernauld Living Landscape - secured £1.8m from the National Lottery Heritage Fund and a range of other grant-makers, which has enabled the launch of the 4-year Creating Natural Connections programme. Coigach & Assynt Living Landscape - secured funding for access works at Acheninver, reducing the funding gap for the scheme to £122k (representing contingency funds). Developed a funding bid for the upgrade of the Posties Path (Ben Mor Coigach). Oceans of Value (combining stakeholder & natural capital valuations around the Orkney Marine Protected Area) - secured £200k funding from the John Ellerman Foundation & the Calouste Gulbenkian Foundation to enable the launch of this 3-year project in 2019. Save Coul Links - worked with a coalition of eNGOs to raise funds to fight this damaging planning application, including the legal expenses associated with active involvement with the public enquiry. Urban Nature Alliance - secured £480k from the Arcadia Fund to enable the Trust to host this 3-year initiative (in collaboration with IUCN). Living Seas – secured major funding for 5-year programme from Esmée Fairbairn Foundation and for a safety boat from EU Fisheries Local Action Group (FLAG) Partnered with Scottish Badgers to help secure National Lottery Heritage Funding for the <i>Earn Your Stripes</i> engagement project which will launch in 19-20 Irvine to Girvan Nectar Network – secured sufficient funding to

Achievements and performance in 2018/19

	<p>recruit a project officer in 2019-20</p> <ul style="list-style-type: none"> j. Processed over 600 individual donations in response to two fundraising appeals focused on Scottish Beavers and Tools for the Job (essential equipment for wildlife reserve management). k. Collated and submitted 45 funder reports (and claims).
	<p>Aim(s): to establish a major donor programme.</p> <ul style="list-style-type: none"> a. Held seven meetings with active/potential major donors. b. Represented the Trust at five private philanthropy events in both Edinburgh and London. c. Attended one major donor focused event in London, organised by The Wildlife Trusts.
	<p>Aim(s): to secure £2.46m unrestricted income by fundraising amongst individual donors, businesses and grant giving bodies.</p> <ul style="list-style-type: none"> a. Secured £2.6m. b. Received over £7k from people raising funds in aid of the Trust in a host of different ways; from a birthday collection by the fans of Korean pop-star J-Hope, to the sale of wildlife art, to participation in the Kiltwalk. c. Continued to promote our Wildlife Guardians scheme to thank those members who donate more than £7.50 on a monthly basis - distributing our first Wildlife Guardian listing within the Members magazine. d. Developed hand-held recruitment devices for use by staff recruiters in order to increase data security and speed up the receipt of new member welcome packs. e. Invested in membership recruitment by employing an additional recruiter who will operate in the west of Scotland. f. Promoted our first 'January Sale' online.
	<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. A successful ten years of support from players of the People's Postcode Lottery was marked through events and communications activity celebrating this important milestone.
	<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 close working relationship with Scottish Natural Heritage reporting against a suite of 16 indicators to secure our core funding award. b. Discussed changes to the funding approach from 1 April 2019 and submitted an associated funding bid.

Achievements and performance in 2018/19

	<p>Aim(s): to promote Legacy Giving and secure an additional 15 legacy pledge notifications.</p> <ol style="list-style-type: none"> Launched a trial partnership with the Free Wills Network in order to encourage people to consider incorporating a gift to the Trust in their Will - wrote to over 17,000 supporters to highlight the importance of such legacy gifts. 23 people let us know that they had included a gift to the Trust within their Will.
	<p>Aim(s): to steward existing high-value donors and legacy pledgers including tailored communications and three events:</p> <ol style="list-style-type: none"> High value donors received tailored fundraising communications around appeals for beaver conservation and equipment for wildlife reserve management. Welcomed over 80 guests to a summer reception hosted by our Chair, Linda Rosborough at Dynamic Earth (Edinburgh). Staged our first 'Winter Warmer' reception to engage with key stakeholders, policymakers and influencers. Early bird invitations to the Falls of Clyde launch of Scottish Badger Week issued to Wildlife Guardians.
<p>Develop our infrastructure to increase organisational capacity, efficiency and effectiveness</p>	<p>Aim(s): to review the staff structure to ensure that it is best placed to deliver and meet the Trust's aims, to embed employee recruitment toolkit to support line managers to recruit staff through the provision of guidance and templates and to review job descriptions to ensure roles and responsibilities are clearly defined.</p> <ol style="list-style-type: none"> Borders Agency Licence granted to sponsor immigrants into the UK. All core and project employees are now paid at the Real Living Wage level.
	<p>Aim(s): to optimise use of ICT including attaining the cyber essentials certificate, the implementation of VOIP systems, testing of business continuity and improvement of broadband at Cumbernauld office.</p> <ol style="list-style-type: none"> The ICT helpdesk saw 583 tickets resolved in year, with 265 feedback responses. Work occurred to provide additional bandwidth and also to protect against unpredictable power supply at Loch of the Lowes. Four virtual servers were moved to an external data centre to provide greater resilience and improved disaster recovery times. Increased internet speed at Cumbernauld Office through provision of a new fibre connection. Improved resilience and functionality with the installation of new VoIP phone systems at Harbourside House and Cumbernauld offices.

Achievements and performance in 2018/19

	<p>Aim(s): to optimise use of information including, developing a plan to respond to the agreed recommendations from the Information Management Review and providing training to support the further development of SharePoint.</p> <p>a. All mobile devices encrypted to provide compliance with GDPR.</p>
	<p>Aim(s): to develop an investment plan to provide suitable premises, tools and equipment to support delivery of objectives.</p> <p>a. 2018/19 was the first year of the Trust's capacity building plan which identifies key strands of activity intended to increase engagement, capacity and income.</p> <p>b. A long-term programme of vehicle and ICT replacements is in place.</p> <p>c. Cumbernauld office received structural and ICT infrastructure improvements.</p>
	<p>Aim(s): to implement an action plan to address storage, desk space and meeting room challenges within Harbourside House.</p> <p>a. An action plan was drafted; however a funding application to support implementation was unsuccessful.</p>
	<p>Aim(s): to support continuous learning and process development.</p> <p>a. Regular budget holder meetings and training sessions were held to support good financial management.</p> <p>b. All new staff received induction sessions.</p> <p>c. Various visits were made to non-HQ locations in order to better support out-posted staff.</p>
<p>WE HAVE A KNOWLEDGE AND EVIDENCE BASE THAT IS HIGHLY RESPECTED AND WELL USED</p>	
<p>Champion open data and make good use of information to measure our impacts and inform our choices</p>	<p>Aim(s): Scottish Biodiversity Forum: to input to the business case to support implementation of a new governance model for biodiversity in Scotland.</p> <p>a. Hosted Scottish Biodiversity Information Forum (SBIF) Development Officer; overseeing publication of the SBIF Review and providing advocacy to high level stakeholders.</p> <p>b. SBIF review shortlisted for Nature of Scotland and CIEEM Awards.</p>
	<p>Aim(s): to finalise the development and improvement of a tracking system for internal and external information requests.</p> <p>a. All 65 data requests completed within requested timeframe.</p> <p>b. Articulated the Trust's Information Principles and developed a Business Dependency Network Model as part of a Trust-wide information management review. We are now seeking National Lottery Heritage Fund support for an implementation phase.</p>

Achievements and performance in 2018/19

	<p>Aim(s): to ensure effective reporting and deliver impact, operational and reserve dashboards.</p> <ul style="list-style-type: none"> a. Attended Scottish Biodiversity Strategy Indicator sub group; invited to attend National Indicator Development workshop. b. Operational reporting system and dashboards redesigned. c. Project reporting hub taken up by RSPB's Garnock Connections Project and adapted for Cumbernauld Creating Natural Connections project.
	<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. Over 5,000 records digitised by Recorder Volunteer. b. Datasets updated on the National Biodiversity Network Atlas Scotland under Creative Commons licence.
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 published and publicised at university conference. The Trust has received multiple enquiries and several projects have been undertaken.
	<p>Aim(s): to complete product development phase of the Natural Capital Planning Standard and testing and implementing it in a trial area.</p> <ul style="list-style-type: none"> a. The development phase is ongoing. The Trust is collaborating with the University of Edinburgh to develop the standard into a web-based app that will be tested in spring/summer 2019.