



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

Annual report and financial statements

Year ended 31 March 2020

**Scottish charity number SC005792
Company number SC040247**

Report of the trustees for the year ended 31 March 2020

The trustees are pleased to present their annual directors' report together with the consolidated financial statements of the Scottish Wildlife Trust for the year ended 31 March 2020. 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 2019) 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 64 – 79).

Message from the Chair

Welcome to the Annual Report and accounts for the Scottish Wildlife Trust. The report gives an overview of the work of the Trust for the financial year 1 April 2019 to 31 March 2020. Thanks to the commitment and support from members, volunteers and staff, it has been a busy and successful year. We have had significant success in our environmental work as well as real progress in developing the Trust. This foundation should hopefully help us weather the storms that may be ahead.

As the prominence of green issues has grown worldwide, we have benefitted from increased support for our campaigns over the year. We were delighted in May to celebrate the culmination of decades of work championing the return of beavers to Scotland. In January 2020, we held a parliamentary event to celebrate our Living Seas work and to promote better marine policies. We also played a substantial role in the Coul Links inquiry and were very thrilled by the ministerial decision in February to reject the planning application that threatened this triple protected site. On these issues and many others, our strategy is to provide a strong Scottish voice for the environment and build effective alliances with other organisations.

Our AGM in September was in the Scottish Borders town of Galashiels. We had great support from our members, beautiful weather and a terrific input from the very impressive Borders Local Group, who kindly hosted the event and arranged a beautiful nature walk along the Tweed. This was the first year under our new constitution and we co-opted two new Trustees with expertise in finance and agriculture, improving the skills mix of Council. For 2020/21 the process has been launched for elected members, which will remain the main process for Trustee appointment.

It has been a year of new beginnings for the Trust with Jo Pike, our new Chief Executive, taking up post on 1 April, and two new appointments to senior management. I am pleased the Trust is supported by such a strong leadership team.

The COVID-19 pandemic necessarily impacted on the Trust in the last weeks of 2019/20. Council, alongside the senior management team, acted swiftly in March to review the implications for the Trust and took decisions to ensure that the Trust could respond properly to the changing situation. The impact will be profound and long-lasting, but the Trust remains committed to championing Scotland's wildlife through the months and years ahead.

More than ever at this difficult time, people are valuing local nature and understanding our need to live in harmony with the environment. We need to ensure that economic pressures ahead do not squeeze these values out. Your support in enabling the voice of nature to be heard loudly in Scotland is hugely appreciated. Thank you to our members, donors, volunteers, staff and all our supporters.

Linda Rosborough
Chair of Council

Chief Executive's report

The 12-month period covered by this annual report has surely been one of the most extraordinary in the Trust's history.

The year began with an unprecedented surge of media interest in environmental issues – fuelled largely by Extinction Rebellion and the global school strikes movement inspired by teenage Swedish activist, Greta Thunberg – and ended with much of the world in lockdown in response to a global pandemic.

It was truly a year like no other and one worth reflecting on.

At the end of April 2019, Scotland's First Minister – and subsequently the UK Parliament – took the bold step of declaring a Climate Emergency. This was to set the scene for many of the discussions to come.

At the beginning of May, a milestone of a different kind was reached – one that had been almost a quarter of a century in the making – when beavers formally acquired European Protected Species status in Scotland. The occasion, a momentous one in the Trust's history, was marked with a celebratory event organised by the Trust and the other lead partner in the Scottish Beaver Trial, the Royal Zoological Society of Scotland (RZSS). Cabinet Secretary for the Environment, Land Reform and Climate Change, Roseanna Cunningham, was present, along with many other stakeholders keen to mark this important day.

May also saw the publication of a major international study co-ordinated by the Intergovernmental Panel on Biodiversity and Ecosystem Services (IPBES), painting a bleak picture of the state of the planet's biodiversity. The First Minister soon confirmed that the biodiversity crisis was of equal importance to the climate crisis, and interest in environmental issues from all sectors continued to grow. Two things were happening simultaneously: an accelerating downward decline in the already perilous state of life on Earth (including an equally bleak picture painted by the UK State of Nature Report, published in the autumn), coupled with a huge upswing in momentum to tackle it.

The Trust responded in a number of ways. First, we launched our Nature's Emergency Service campaign to raise the profile of nature-based solutions and their role in addressing the climate and biodiversity crises, as well as advocating for a new strategic approach to green and blue infrastructure. Thanks to an amendment proposed by the Trust, the Planning (Scotland) Act 2019 now includes a definition of infrastructure that includes blue and green spaces – itself a significant achievement. Later in the year, the Infrastructure Commission for Scotland responded to the Trust's calls for a new strategic approach to planning green and blue infrastructure by recommending that government includes it in the Infrastructure Investment Plan.

Demonstrating our commitment to the implementation of a National Ecological Network (which we're now calling the Scottish Nature Network), we also continued early work on our flagship Riverwoods initiative, bringing together a wide variety of partner organisations on the Steering Group, including Scottish Natural Heritage, Woodland Trust Scotland, SEPA, Confor, Edinburgh University's Centre for Sustainable Forests and Landscapes, the James Hutton Institute and others.

In the course of the year, we further strengthened our Living Landscapes work in Coigach-Assynt, Cumbernauld and Edinburgh. One of the highlights was a series of six habitat projects which engaged with young people via workshops, green health activities and volunteering in Cumbernauld. Meanwhile, we secured funding to embed an ecologist within the City of Edinburgh's 'Thriving Green

Spaces' project and began the development of an Ecological Coherence Plan for the city. In Little Assynt, we had the most productive year to date for our tree nursery, totalling c.45,000 trees grown from a wide range of native species including Scots pine, juniper and hazel.

Meanwhile, our Living Seas team grew to the largest it has ever been and this work was celebrated at an event in the Members' Room of the Scottish Parliament in January, showcasing policy advocacy on marine planning issues and fisheries management, as well as community engagement in Ullapool and a new Orkney-based research project called Oceans of Value.

It was another busy year on reserves, as we continued to protect sites across Scotland by carrying out vital habitat restoration work – including the control of invasive non-native species and the continuation of our very successful conservation grazing programme – as well as creating and upgrading path networks to help people safely enjoy nature without causing undue disturbance to wildlife. Highlights included nearly a kilometre of watercourse being realigned on Shewalton Wood reserve, which involved replacing the canalised burn with meanders and restoring the original course where possible. (Shrubs and wildflowers will be planted on the newly exposed banks and the slopes will be monitored for water vole activity.) A new circular path was also created through Shian Wood reserve in Argyll, taking visitors through the ancient woodland above the Atlantic coast. The construction of a combination of stone-pitched path and boardwalk was only made possible thanks to a legacy from one of our local members.

We continued leading the Saving Scotland's Red Squirrels project, which celebrated its 10th anniversary in 2019 and has seen significant gains in red squirrel populations as a result of dedicated, targeted and ongoing efforts to contain the encroachment of grey squirrels into core red squirrel populations. We ran the national Great Scottish Squirrel Survey for the first time and work continued on the innovative online Community Hub, coordinating and developing volunteer networks and recording sightings.

The celebration of another anniversary – the 50th anniversary of Loch of the Lowes – was just one of the highlights in our programme of engagement with volunteers and the wider public. Throughout the year, we increased people's engagement with nature through our website, social media, education and events, as well as visits to our wildlife reserves and four visitor centres.

By Christmas, still unaware what the next few months had in store, many environmentalists were remarking that the tide of public opinion towards environmental issues appeared to have turned.

In February, to everyone's enormous relief, the campaign to prevent a golf course being built on the internationally important Coul Links site came to a successful conclusion when the Scottish Government announced that planning permission had been refused. The Trust had played a major role in a significant co-ordinated effort across a coalition of environmental organisations including Buglife, Butterfly Conservation Scotland, Marine Conservation Society, National Trust for Scotland, Plantlife, RSPB Scotland and ourselves. It is difficult to overstate the significance of this case, as the biodiversity value of the site had been recognised as being of national importance and had won out over short-term, localised economic gain.

It is hard, as ever, to do justice to the breadth and depth of the Trust's work over the past year, as so much has been happening. Among the many other areas in which we were active, we held exploratory discussions with potential partners about the possible future reintroduction of the lynx. We also continued to highlight the benefits of nature to Scotland's people and economy through our work with the Scottish Forum on Natural Capital, for which we continue to provide the Secretariat and on which I am currently Deputy Chair. We were pleased to welcome the first Chair of the Scottish Forum from

a business background when David Watt, formerly Executive Director of the Institute of Directors (Scotland) took up the role in August.

The Trust also co-led the Scottish Conservation Finance Project, in partnership with SEPA, to develop a 'Route Map to £1 Billion' with input from a wide range of experts and stakeholders, in order to identify how more money can be brought into the natural environment in ways that can deliver multiple benefits. At the end of March, the route map was at an advanced stage although the launch had to be postponed due to the COVID-19 situation.

At the time of writing, I can confirm that the Trust made the early transition to 'a new normal' relatively smoothly, partly thanks to our investment in recent years in digital infrastructure, which facilitated the transition to home working. Nevertheless, much of our activity has had to be placed on hold, including the closure of our visitor centres and cessation of all in-person events.

As we look to a future full of uncertainty, I am confident that the Trust will remain resilient and adaptable in the face of challenges, and that we can make a meaningful contribution to a 'green recovery' as the world emerges gradually from the coronavirus crisis. With the help of our members, volunteers, supporters and staff, we will maintain our vital focus on protecting biodiversity for the benefit of present and future generations.

Jo Pike

Chief Executive

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Independent auditor's report to the Scottish Wildlife Trust

Opinion

We have audited the financial statements of Scottish Wildlife Trust (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2020 which comprise the Group and charity statement of financial activities, the Group and charity balance sheet, the Statement of cash flows and consolidated statement of cash flows 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 2020; 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 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
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Date 22/6/20

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.

At 31 March 2020, there were 23,773 memberships (2019: 23,383) and 42,927 members (2019: 42,247).

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 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 External 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.

Scottish Governance Code

Council agreed to formally adopt the Scottish Governance Code in June 2019.

Council discussed, in some depth, the five core principles and key elements identified in the Scottish Governance Code during its annual Council Strategy day. The SCVO checklist questionnaire was also completed which allowed Trustees to formally agree a number of specific actions supporting the Trust's ongoing commitment to continuous improvement in this area.

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 subsidiary company has not traded since November 2017 and is now dormant.

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 10 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 (male/(female) bias)</u>	2019/20	2018/19
Average pay differential	(2%)	6%
Median pay differential	4%	8%

<u>Distribution of employees</u>	2019/20		2018/19	
	Female	Male	female	male
Upper quartile	57%	43%	41%	59%
Upper middle quartile	50%	50%	55%	45%
Lower middle quartile	70%	30%	62%	38%
Lower quartile	48%	52%	44%	56%

Note: Figures include employees on fixed term and permanent contracts. They do not include individuals on zero hours contracts.

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 Nature 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 a 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 marine policy, agricultural and environmental policy post-Brexit, and nature-based solutions (and their role in addressing the climate and biodiversity crises). 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, led the pioneering Scottish Conservation Finance project.

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 a large number of organisations which have played an active role in the delivery of our objectives. The Trust also works 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.

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 15). 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:** launched our Nature's Emergency Service campaign to raise the profile of nature-based solutions and their role in addressing the climate and biodiversity crises; advocated for a new strategic approach to green and blue infrastructure; developed a model for practical implementation of the National Ecological Network through our new flagship Riverwoods initiative, drafting a vision and, in partnership with SEPA, supporting a group of technical experts to detail the multiple benefits a riparian woodland delivers; further strengthened our Living Landscapes work in Coigach-Assynt, Cumbernauld and Edinburgh; continued to champion Living Seas through a marine planning programme of work aiming to influence fisheries legislation and management.
- **Protected Places:** successfully stopped the proposal to build a golf course on Coul Links through a huge, coordinated effort across several NGOs; carried out practical work on Trust reserves to improve the quality and connectedness of wildlife habitats; minimized erosion and disturbance by maintaining path networks and control of invasive non-native species; continued to provide leadership within the IUCN UK Peatland Programme – which contributed to the Commission of Inquiry on Peatlands Update, delivered a successful conference and launched a Peatland Training and Monitoring initiative.
- **Thriving Species:** continued leading the Saving Scotland's Red Squirrels project – containing encroachment of grey squirrels away from core red squirrel populations, coordinating and developing volunteer networks and recording sightings through a Community Hub; undertook a conservation grazing programme; welcomed the announcement of European Protected Species status for beavers in Scotland following the successful Scottish Beaver Trial and further advocacy work undertaken since; held exploratory discussions with potential partners for an eNGO lynx coordination group.
- **A Scotland that Values and Benefits from Nature:** increased people's engagement with nature through our website, social media, education and events, as well as visits to our wildlife reserves and visitor centres – celebrating the 50th anniversary of Loch of the Lowes; supported a range of partners and stakeholders to engage individuals in nature-based activities; continued 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.

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 64 to 79).

Financial review

Results for the year

The results for the year show significant surpluses across unrestricted and restricted funds, with a deficit on endowments. The Trust received income in excess of £7.2m in 2019/20. Notably we were privileged to be in receipt of just over £1.7m of gifts in Wills and this was augmented by the generosity of our supporters – both grant funders, individuals and corporates.

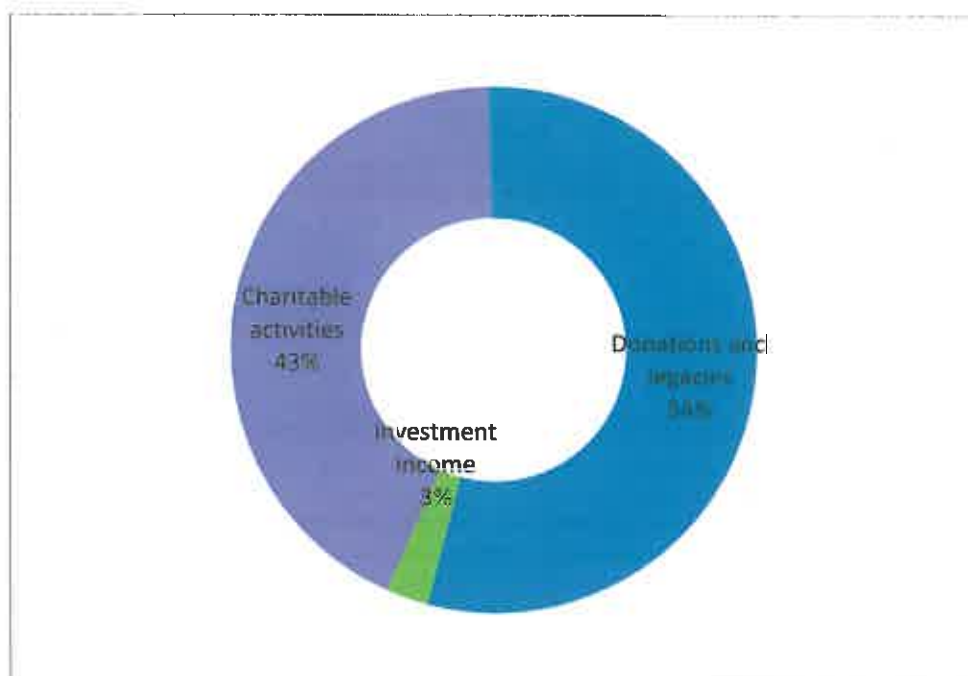
Amid the threat from coronavirus (COVID-19) in March 2020, global markets plummeted and the value of the Trust's investment portfolio also fell with losses recorded at the year-end of £352k.

The Wildlife Trusts Pension Scheme ("the Scheme"), a multi-employer defined benefit scheme, had been treated as a defined contribution in line with FRS102 and disclosed as a liability of £1.5m as at 31 March 2019, based on the net present value of the deficit funding arrangement. During the year a number of employers participating in the Scheme commissioned the work required in order to determine the share of assets and liabilities per employer within the Scheme such that it can now be accounted for on a defined benefit basis. The new defined benefit liability for the Trust which was identified as £570k as at 31 March 2020. This assessment resulted in an initial gain on recognition of the defined benefit pension scheme of £815k and an actuarial loss of £5k for the period. While the ongoing contractual commitment to the deficit funding arrangement continues (as per the previous disclosure) but FRS 102 does not permit the Trust to recognise this liability as a liability has already been recognised on the defined benefit basis. To help readers of the accounts, free reserves continue to treat the difference between the deficit funding liability and the pension creditor as a designated reserve.

The Trust's free reserves now sit above the target range at £1.7m. The financial position provides financial resilience for the Trust, particularly at this difficult and uncertain time. Due to the COVID-19 situation, the economic climate has changed significantly. In recognition of the associated risks the Trust has revised its initial budget for 2020/21 to take cognisance of the position we are now in. We will continue to monitor the situation and develop financial planning throughout the year.

Where income is given for a restricted purpose, the funds are ring-fenced and will only be spent in accordance with the instruction. Whilst predominantly associated with defined project work in delivery, the Trust has also been gifted amounts which are restricted but support longer-term ambitions. As part of work to ensure the Trust's vision is delivered, staff have identified a portfolio of both new and succession projects. Included amongst the new projects are initiatives which will optimise the use of donations gifted for restricted purpose.

During the year, Council approved a refreshed Fundraising Strategy. This considered a range of fundraising activities and recommended areas for growth and continuation. Strengthening and growing unrestricted income is essential to continuing the Trust's work and requires investment in fundraising activities. Whilst some aspects of the strategy can continue in the current context, there are some areas which are paused due to the COVID-19 restrictions.



Income from charitable activities made up 43% (from 47% in 2018/19) 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, Cumbernauld Living Landscape and Saving Scotland's Red Squirrels.

Donations and legacies made up 54% (2019: 51%) 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 continues to benefit from ongoing support from the Esmée Fairbairn Foundation, to whom we are particularly grateful for funding our Living Seas and land use policy work.

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

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.

As a membership organisation, we are pleased that the number of memberships has risen to 23,773 (2019: 23,383) at the year-end, with members totalling 42,927 (2019: 42,247).

Trading company

The trading company, Natural Capital Scotland Limited, didn't trade during the 2019/20 financial year. The company is now dormant.

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 support ethical and environmental enterprises 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.

The value of investment holdings at the year-end was £4.4m (2019: £4.5m), with a substantial decrease in value experienced towards the end of the Trust's accounting year due to the global COVID-19 pandemic. Gains of £89k were realised during the year, unrealised losses of £352k are included at the year-end.

Financial Reserves policy and going concern

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 purpose.

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 designated for various financial commitments:

- essential spend or specific purpose
- amounts spent on fixed assets
- revaluation reserve being 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 5 Year Plan. 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.

Following the onset of the COVID-19 crisis, the Trust immediately took steps to identify how the emerging situation might affect our work and our financial situation. An assessment of issues and risks was reported to Council accompanied by financial scenario planning which articulated best case, worst case and best guess options. The negative in-year impact of ranged from the best case scenario of £116k to a worst case scenario of £894k. This allowed senior staff to assess in some detail the potential impact of COVID-19 on the Trust. It also allowed both Council and Finance and Audit Committee to scrutinise and steer the Trust's course over this challenging period. The assessed impact of COVID-19 has resulted in

The budget for 2020/21 was revised in April to incorporate changed assumptions based upon a best guess position whereby the negative financial impact in 2020/21 is £429k. Whilst undesirable, the Trust's robust free reserves and treasury position provide resilience in these difficult circumstances. Due to consideration of the longer-term and cumulative impact, work continues in-house to implement the refreshed fundraising strategy, and three working groups have been convened to ensure the risks posed by the COVID-19 situation are managed as robustly as possible, and remedial action taken wherever possible. Continued management and communication combined with financial monitoring, whereby projected outturns are updated regularly to reflect our current understanding of the financial position, also give Trustees assurance that there are no material uncertainties to the going concern basis of the financial statements.

The Trust comes into 2020/21 with a free reserves above the target range, it remains a going concern with a considerable land base, strong net assets and excellent solvency. There are no material uncertainties to the going concern basis of preparation of the financial statements.

Free reserves currently represent around 9.5 months of unrestricted expenditure (2019: five months), or 3.5 months (2019: two months) worth of total expenditure.

Free funds (note 26) at 31 March 2020 were above the upper end of the target range at £1,779,095 (2019: £987,079). 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 write to a carefully selected section of our supporter base regarding fundraising appeals on a periodic basis – we did this on three occasions in 2019-20.
- The Trust did not purchase any mailing lists nor did it undertake any (non-addressed) door-drops in 2019-20.
- The Trust did not undertake any Telephone Fundraising Campaigns in 2019-20.
- We employ a team of three membership recruiters who, prior to the COVID-19 pandemic, worked principally at information stands at events, exhibitions and shopping centres in order to inspire members of the public to sign up as members. This was supplemented by a longstanding contract with a small professional fundraising consultancy which undertook 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. In March we contacted a segment of our supporters to clarify their position on Gift Aid. We have Gift Aid declarations recorded for 94% of our members.

The Trust is supported by a small team of fundraising staff and a network of 19 community based Local Groups who fundraise on behalf of the charity.

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

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

Whilst we endeavour to provide an exemplary service, we do occasionally receive complaints. We operate a formal Complaints Procedure which is promoted on our website; should we be unable to resolve a complaint, we acknowledge the authority of the [Scottish Fundraising Complaints Service](#) to make a final adjudication. A register of complaints is scrutinised by our Management Team on a quarterly basis in order to evaluate trends and ensure any learning is shared. In 2019-20 the Trust recorded six complaints linked to fundraising (2019: 26) – none of these required external adjudication; conversely the Trust recorded two compliments on its approach to fundraising (2019: 4).

The Scottish Wildlife Trust has a formal arrangement with two businesses which run promotions publicising 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 2019-20, a fantastic £7,953.40 was raised in this way.
- Valentine Arts Reproductions – who donate 50% of profits from sales of a limited edition range of Georgina McMasters wildlife art prints; in 2019-20, £510.91 was raised in this way.

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

Plans for future periods

The Trust's Operational Plan for 2020/21 was prepared for approval by Council but was subsequently scaled back due to the restrictions on movement to suppress COVID-19. A streamlined Operational Plan was approved after the year-end. Targets continue to support achievement of the 2017-22 five-year plan strategic goals but in a more limited capacity. Plans for 2020/21 include:

Healthy Ecosystems

- Gain high-level buy-in for Trust-specific leadership positions on green recovery through nature-based solutions, with particular focus on urban and marine environments.
- Establish three focus groups to feed into the **Riverwoods** Steering Group.
- Continue to champion Living Seas and lead delivery of our Living Landscapes projects (Coigach & Assynt Living Landscape, Cumbernauld Living Landscape and Edinburgh Living Landscape); exploring how COVID-19 impacts upon deliverables in conjunction with funders and achieving demonstrable progress towards greater strategic coherence across **Living Landscapes and Living Seas**.
- Secure plans for a **Scottish Nature Network**, with particular focus on green and blue infrastructure, green recovery and ecological urbanism.

Protected Places

- Undertake priority tasks on all **reserves** and develop landscape restoration plans for the three largest Trust reserves; increasing the visibility and awareness of reserve activities and impact;
- Continue to represent the Trust on the Steering Group of the IUCN UK **Peatland** Programme, with particular emphasis on the Scottish context.
- Identify future options for supporting (and resourcing) planning casework, while continuing this activity through local groups and, where required, in relation to reserves.

Thriving Species

- Secure necessary changes to deliverables with funders in light of COVID-19, prioritise grey squirrel control and develop new engagement methods for **Saving Scotland's Red Squirrels** project.
- Conclude the **Scottish Beavers'** project, and develop and deliver an advocacy plan calling for a Species Conservation Action Plan for Scotland.
- Identify the communities of people that could be part of considering the future role of **lynx** in the Scottish landscape.

A Scotland that Values and Benefits from Nature

- Secure high rates of engagement among young people, families, wildlife-enthusiasts and Trust supporters, focusing exclusively on a package of **digital content** until restrictions are lifted.
- Establish a clear and compelling **journey of engagement** to connect and mobilise existing networks and appeal to new supporters, with a focus on online engagement.
- Establish a coherent policy knowledge base, to underpin development of an evidence-based **nature-based solutions** campaign, which equips key influencers to advocate our key policy asks.

Principal risks and uncertainties

Council is 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 further 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 are shown below.

<i>Risk</i>	<i>Controls in place to mitigate risks</i>
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 brands from other organisations dominate in partnerships and coalitions 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• Clear plan for securing policy capacity and ensuring strategy clarity in the lead up to COP26 developments.
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

	<ul style="list-style-type: none"> • Regularly seek feedback from members to inform membership engagement processes • Review resilience of membership recruitment channels
Economic downturn as a result of Brexit/Coronavirus resulting in dilution of impact and reduced resources available for delivery of five-year plan	The Trust is monitoring the situation, adapting where possible to the changing circumstances to mitigate this risk. This includes scenario planning and convening specialist working groups to manage the situation.
Reduced cross-border influence on 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 • Well qualified 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"> • Enhanced 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"> • Full senior staff team now 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
Negative impact on staff capacity and reputation from work involved with Land Reform	<ul style="list-style-type: none"> • Working with Scottish Environment LINK and NGOs to address issues

In 2020 the most significant risk and uncertainty the Trust faced was from COVID-19 and its implications – both directly to the Trust but also the broader economic effects. When the risk became clear in early 2020, an immediate tiered response plan was put in place. This allowed us to assess and manage a wide variety of risks in a fast-changing situation whilst supporting staff during a period of major transition, protecting core activities wherever possible.

By the end of March, the Trust had closed its visitor centres, offices and suspended all face-to-face activities involving members of the public and volunteers. This included community engagement and outreach, events and activities, membership recruitment and reserve management activities.

Key areas of risks were identified in the following categories – over the short, medium and longer term:

- Staff wellbeing;
- Financial resilience;
- Strategic, operational and compliance-related impacts of stopping, or significantly modifying, certain activities.

The Trust is grateful for the continued and overwhelming support from funders; staff are liaising closely with funders to ensure a revised suite of agreed deliverables is in place.

A revised Operational Plan and budget for 2020/21 were drawn up during April 2020. This adapts our focus because of the new situation the Trust finds itself in and the associated uncertainties.

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>
<u>Vice Chairs</u>		
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>Due to retire 2020</i>
	Dr Tim Duffy	<i>Eligible for re-election 2021</i>
	William Henderson	<i>Until 8 October 2019</i>
	Deryck Irving	<i>Due to retire 2021</i>
	John Morris	<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>
Co-opted members of Council	Jane Stuart-Smith	<i>Eligible for re-election 2021</i>
	Carey Coombs	<i>Co-opted until 2022</i>
	Bill Lambert	<i>Co-opted until 2022</i>
Company Secretary	Karen McKellar	<i>Co-opted until 2021</i>
	Susan McKenzie	

Key management personnel

Chief Executive	Jo Pike
Director of Conservation	Sarah Robinson
Director of External Affairs	Ruchir Shah
Director of Finance & Resources	Susan McKenzie

Our advisers

Auditors

RSM UK Audit LLP
Chartered Accountants
First Floor, Quay 2
139 Fountainbridge
Edinburgh
EH3 9QG

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

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 2019/20.

Our members

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

Our core funding partner:



The Scottish Wildlife Trust is 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 £500,000.

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.

2020 marks 12 years of support from players of People's Postcode Lottery, with their continued backing enabling us to spend more than £5.8m in support of Scotland's wildlife. It is thanks to players' support that the Trust is able to demonstrate such diversity in its achievements, with some notable highlights this year.

Corporate Members



Est.1948



Business Donations and sponsorship (in alphabetical order)

Coigach Community Development Company Ltd	Scourie Estate
Coigach Community Interest Company	Siemens
Community WindPower	Tesco Bags of Help
Drax Group plc	The Edrington Group Limited
Jacobs	The R&A
Ledingham Chalmers LLP	Valentine Art Reproductions
Robertson Group	Vine House Farm
Salix Finance Ltd	Well Pharmacy

In-kind support – donations of materials, services, office space or labour (in alphabetical order)

Charles River Laboratories	PPL
ESRI	Scottish Natural Heritage
Google Adwords	Scottish Widows
HSBC	Siemens
Loch Lomond & Trossachs National Park Authority	

Businesses which encouraged their customers to support the Trust

Pip n Nut	Verdant Leisure
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Scottish Landfill Communities Fund



EB Scotland Ltd
WREN

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

ABC Campbell's Charitable Trust
Ancaster Trust
Angus Alive



Calouste Gulbenkian Foundation
Campsies Centre, Cumbernauld
Clark Woodland Trust
Dulverton Trust



Faslane Trust



Graham & Henrietta Somervell Wildlife Trust
Gunter Charitable Trust



Hugh Fraser Foundation
Inchcape Foundation
John Ellerman Foundation
KMF Maxwell-Stuart Charitable Trust
Lochbroom Community Council



Margaret Davis Charitable Trust
Mrs M A Lascelles Charitable Trust
NBN Trust
Pilgrim Trust
Ramblers Scotland
Robert Kiln Charitable Trust
Ronald Miller Foundation
RSPB
Sanctuary Housing Association
Scottish Association for Country Sports
Smarter Choices, Smarter Places
St Katharine's Fund
Susan H Guy's Charitable Trust
Tennant Southpark Charitable Trust
The Wildlife Trusts (Strategic Development Fund)
Ullapool Community Trust
Vellore Trust
Walter P M Lawrie Trust
Wild Flower Society

Statutory sector and other public bodies (including European Union) (in alphabetical order)

Aberdeen Council
Dumfries & Galloway LEADER 2014-2020 Programme
European Solidarity Corps
European Union - ERASMUS +
Forestry and Land Scotland
Loch Lomond & Trossachs National Park Authority
Scottish Environment Protection Agency

Scottish Forestry
Scottish Government



Scottish Rural Development Programme: Rural Priorities

Scottish Wildlife Trust Local Groups

We extend our thanks to our 19 Local Groups for their fantastic local fundraising efforts which raised over £22k in 2019/20.

Individual donations and legacy gifts

In 2019/20, the Scottish Wildlife Trust received an exceptional £1,764,027 from gifts in Wills. This is an invaluable source of support for our work, and we extend our most sincere thanks to those who have incorporated a gift to the Trust in their Will.

We also thank the many individuals who donated to the Trust last year. Whilst too numerous to mention by name, each played an important role in our collective effort to protect Scotland's wildlife for the future.

Wildlife Guardians

Lastly, we thank our 286 Wildlife Guardians, who elect to support the Trust by regular, monthly donations of £7.50 or more.

IUCN Peatland Programme

The Scottish Wildlife Trust hosts the IUCN Peatland Programme which is funded by:

Baillie Gifford
DEFRA (Dept of Environment, Food & Rural
Affairs)
Esmée Fairbairn Foundation
National Trust for Scotland

Newcastle University
North Pennines Area of Outstanding Beauty
Partnership
Northern Ireland Environment Agency
Scottish Natural Heritage

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 2019 (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.

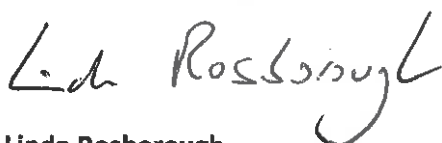
The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation of financial statements may differ from legislation in other jurisdictions.

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 group's 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, 18 June 2020

Group and charity statement of financial activities (including income and expenditure account) for the year ended 31 March 2020

	notes	Unrestricted Funds £	Restricted Funds £	Endowments £	2020 Total £	2019 Total £
<i>Income and emoluments from:</i>						
Donations and legacies	3	3,276,475	619,838	-	3,896,313	3,753,414
Charitable activities	3	275,516	2,828,856	-	3,104,372	3,456,279
Other incoming resources	3	14,774	5,125	-	19,899	-
Trading	3	7,953	4,000	-	11,953	13,869
Investment income	3,5	99,177	76,754	-	175,931	162,593
TOTAL INCOME		3,673,895	3,534,573	-	7,208,468	7,386,155
<i>Expenditure on:</i>						
Raising funds	6	220,288	373,476	-	593,764	579,677
Charitable activities	6	1,998,518	3,388,208	-	5,386,726	4,624,496
TOTAL EXPENDITURE		2,218,806	3,761,684	-	5,980,490	5,204,173
Realised gains/(losses)	5	69,512	-	20,330	89,842	266,479
Unrealised gains/(losses)	5	(159,956)	-	(192,118)	(352,074)	42,197
Gains/(losses) on investments		(90,444)	-	(171,788)	(262,232)	308,676
Actuarial loss on defined benefit pension scheme	22	(4,726)	-	-	(4,726)	-
Net income /(expenditure)		1,359,919	(227,111)	(171,788)	961,020	2,490,658
Transfers between funds		(849,797)	849,797	-	-	-
Initial recognition of defined benefit pension scheme	22	815,287	-	-	815,287	-
NET MOVEMENT IN FUNDS		1,325,409	622,686	(171,788)	1,776,307	2,490,658
<u>Reconciliation of funds</u>						
Total funds brought forward		2,079,898	5,158,883	2,467,422	9,706,203	7,215,545
Total funds carried forward		3,405,307	5,781,569	2,295,634	11,482,510	9,731,203

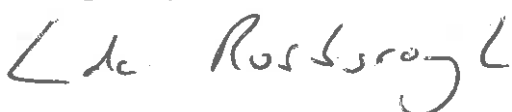
The Statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing operations.

Group and charity balance sheet as at 31 March 2020

	Notes	Group		Charity	
		2020 £	2019 £	2020 £	2019 £
Tangible assets	15	1,106,296	918,486	1,106,296	918,486
Heritage assets	16	1,048,858	1,048,858	1,048,858	1,048,858
Investments	17	4,415,867	4,531,311	4,415,867	4,531,311
TOTAL FIXED ASSETS		6,571,021	6,498,655	6,571,021	6,498,655
Stock		25,995	23,094	25,995	23,094
Debtors	18	785,612	986,887	785,612	986,887
Cash at bank and in hand		5,495,107	4,518,101	5,495,107	4,518,101
TOTAL CURRENT ASSETS		6,306,714	5,528,082	6,306,714	5,528,082
Liabilities					
Amounts due within one year	19	(561,041)	(609,715)	(561,041)	(609,715)
Net assets before pension provision		5,745,673	4,918,367	5,745,673	4,918,367
Amounts due outwith one year	19	-	(117,807)	-	(117,807)
Provision for dilapidations	20	(264,289)	(256,234)	(264,289)	(256,234)
Provision for pension payments	21	-	(1,336,778)	-	(1,336,778)
Defined benefit obligation	22	(569,895)	-	(569,895)	-
		4,911,489	3,207,548	4,911,489	3,207,548
TOTAL NET ASSETS		11,482,510	9,706,203	11,482,510	9,706,203
<u>The funds of the charity</u>					
Restricted income funds	26	5,781,569	5,158,883	5,781,569	5,158,883
Endowment funds	26	2,295,634	2,467,422	2,295,634	2,467,422
Unrestricted free funds	26	1,754,497	1,292,124	1,754,497	1,292,124
Designated funds (unrestricted)	26	1,650,810	787,774	1,650,810	787,774
TOTAL FUNDS		11,482,510	9,706,203	11,482,510	9,706,203

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 18 June 2020 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 2020

	Group and charity	
	2020	2019
	£	£
Cash used in operating activities (note 29)	1,276,073	1,200,931
Cash flows from investing activities		
Investment income	175,931	162,593
Payments to acquire investments	(840,843)	(579,354)
Proceeds from disposal of investments	671,115	905,215
Payments to acquire tangible fixed assets	(325,169)	(175,319)
Proceeds from disposal of tangible fixed assets	19,899	-
Cash provided by (used in) investing activities	(299,067)	313,135
CHANGE IN CASH AND CASH EQUIVALENTS IN YEAR	977,006	1,514,066
Cash & cash equivalents at 1 April	4,518,101	3,004,035
CASH & CASH EQUIVALENTS AT 31 MARCH	5,495,107	4,518,101

Notes to the financial statements for the year ended 31 March 2020

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) published in March 2018 and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective 1 January 2019.

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 £1,276,073 (2019: inflow of £1,200,931) for the year. 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. The Trust has updated its budget and cashflow forecasts as a result of COVID-19 as noted in the Trustees Report and concluded that the Trust is still a going concern for the foreseeable future with no material uncertainties.

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. Donations are recognised when they are received. When an annual membership subscription is received, the element relating to the subsequent financial years is deferred.

For legacies, entitlement exists when the charity has sufficient evidence that a gift has been left to them and the executor is satisfied that the gift in question will not be required to satisfy claims in the estate. Receipt is considered probable when 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

Notes to the financial statements for the year ended 31 March 2020

probable when the amount can be measured reliably. 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 below, 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.

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.

Notes to the financial statements for the year ended 31 March 2020

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.

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 maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Notes to the financial statements for the year ended 31 March 2020

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 the 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 20. 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.

Defined benefit pension obligation

The estimate of the defined benefit obligation is based on a number of critical underlying assumptions such as standard rates of inflation, mortality, discount rate and anticipation of future salary increases. Variation in these assumptions may significantly impact the liability and the annual defined benefit expenses (as analysed in note 22).

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 2020

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.

In previous years, the Trust was unable to recognise its share of the scheme assets and scheme liabilities, therefore had included a liability in the balance sheet equal to the net present value of the future deficit reduction payments. The Trust has a funding agreement in place to eliminate the pension scheme deficit.

For the year ended 31 March 2020, the Trust is able to identify its share of the scheme assets and scheme liabilities from 1 April 2019 and therefore has applied defined benefit accounting from this date onwards. For accounting purposes, the relevant date for accounting for this change is 1 April 2019. The scheme assets are measured at fair value. Scheme liabilities are measured on an actuarial basis.

The deficit funding that was previously recognised within provisions of £1,543,487 was derecognised on the 1 April 2019, and an initial net defined benefit pension liability of £728,201 was recognised at this date in the statement of financial position. The resulting net difference of £815,287 on initial recognition of the Wildlife Trusts pension scheme obligation was recognised in other comprehensive income.

As at the year ended 31 March 2020, the net defined benefit pension deficit liability was given an interim valuation of £569,895, which has been included within the defined benefit obligation in the financial statements. Refer to note 22 for further details.

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.

Notes to the financial statements for the year ended 31 March 2020

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.

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 2020

3. Income – Group and charity

	Year ended 31 March 2019					2019 total (£)
	Unrestricted funds (£)	Restricted funds (£)	Endowments (£)	Unrestricted funds (£)	Restricted funds (£)	
Subscriptions	741,830	-	-	766,945	-	766,945
Donations through membership	350,224	-	-	355,506	-	355,506
Other donations	96,805	113,949	-	93,777	125,390	219,167
Gift aid	290,339	18,155	-	290,348	17,920	308,268
Community fundraising	16,084	4,900	-	6,620	6,409	13,029
Subscriptions & donations	1,495,282	137,004	-	1,513,196	149,719	1,662,915
Legacies	1,281,193	482,834	-	653,526	931,973	1,585,499
People's Postcode Lottery	500,000	-	-	505,000	-	505,000
Donations and legacies	3,276,475	619,838	-	2,671,722	1,081,692	3,753,414
National Lottery Heritage Fund	-	1,206,818	-	-	1,096,167	1,096,167
Scottish Natural Heritage	-	250,758	-	177,400	110,821	288,221
Landfill Communities Fund	-	115,690	-	-	212,462	212,462
Community Jobs Scotland	-	13,514	-	-	29,156	29,156
Other grant income (note 4)	20,560	1,094,496	-	18,692	1,450,080	1,468,772
Business support	10,546	77,381	-	57,515	21,680	79,195
Commercial contracts	5,892	1,016	-	3,200	-	3,200
Other - sales / rents / fees	238,518	69,183	-	225,775	53,331	279,106
Trading subsidiary (note 31)	-	-	-	1,548	-	1,548
Charitable activities	275,516	2,828,856	-	484,130	2,973,697	3,457,827
Asset sales	14,774	5,125	-	-	-	-
Other incoming resources	14,774	5,125	-	-	-	-
Corporate sponsorship	7,953	4,000	-	8,869	5,000	13,869
Trading activities	7,953	4,000	-	8,869	5,000	13,869
Investment income (note 5)	99,177	76,754	-	92,216	70,377	162,593
Investment income	99,177	76,754	-	92,216	70,377	162,593
Total income	3,673,895	3,534,573	-	3,256,937	4,130,766	7,387,703

The amount of grants received from government during the year was £17,500 (2019: £15,000).

4. Other grant income

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

	Group and charity	
	2020	2019
	£	£
Aberdeen City Council/AWPR Mitigation Fund	13,587	15,085
Arcadia	(39,256)	360,000
Calouste Gulbenkian Foundation	80,000	-
Campsies Centre Cumbernauld Ltd via North Lanarkshire Council	300,000	-
Cycling Scotland	-	11,076
DEFRA	1,386	10,700
Dumfries and Galloway LEADER 2014 – 2020 Programme	(36,094)	46,606
Ecology Trust	-	5,000
Edinburgh City Council/NLHF & National Trust Future Parks Accelerator	19,131	-
Esmée Fairbairn Foundation	292,361	317,125
European Solidarity Corps	44,786	-
European Union – Erasmus	93,396	71,749
European Union Life+ per SNH	(27,494)	65,130
Faslane Trust	-	5,000
Garfield Weston Foundation	50,000	50,000
Graham and Henrietta Somervell Wildlife Trust	-	5,000
Historic Environment Scotland	-	73,713
John Ellerman Foundation	32,579	-
John Muir Trust / John Ellerman Foundation	-	47,000
Loch Lomond & Trossachs National Park Authority	-	10,000
Marine Scotland / Highland & Moray Fisheries Local Action Group	-	15,536
National Trust for Scotland	9,500	-
Newcastle University	12,904	-
North Lanarkshire Council	20,000	91,745
North Pennines Area of Outstanding Beauty Partnership	10,000	-
Northern Ireland Environment Agency	10,000	-
Ronald Miller Foundation	-	6,000
Royal Society of Wildlife Trusts	-	33,930
RSPB	25,000	31,000
RSPB/NLHF (Garnock Connections)	10,954	-
Scottish Environment Protection Agency	45,228	41,910
Scottish Forestry (previously Forestry Commission Scotland)	112,370	112,370
Scottish Government (Inc. Rural Priorities)	(125)	15,000
Other grants <£5k	34,843	28,097
	1,115,056	1,468,772

5. Investment income

Group and charity	2020				2019
	Unrestricted £	Restricted £	Endowment £	Total £	£
Investment income	99,177	76,754	-	175,931	162,593
Realised gains/(losses)	69,512	-	20,330	89,842	266,479
Unrealised (losses) / gains	(159,956)	-	(192,118)	(352,074)	42,197
	(90,444)	-	(171,788)	(262,232)	308,676

The group's investment income of £175,931 (2019: £162,593) arises from a combination of income from investments and from money held in interest bearing deposit accounts.

6. Summary analysis of expenditure for charitable activities

	2020				2019
	Unrestricted £	Restricted £	Endowment £	Total £	£
Healthy Ecosystems	11,691	1,304,927	-	1,316,618	1,109,446
Protected Places	1,205,271	629,394	-	1,834,665	1,626,008
Thriving Species	58,558	890,559	-	949,117	920,080
A Scotland that values and benefits from nature	722,998	563,328	-	1,286,326	968,962
	1,998,518	3,388,208	-	5,386,726	4,624,496
Trading subsidiary	-	-	-	-	1,548
Charitable activities	1,998,518	3,388,208	-	5,386,726	4,626,044
Raising funds	220,288	373,476	-	593,764	579,677
Total spend	2,218,806	3,761,684	-	5,980,490	5,204,173
2018/19 charitable costs	2,230,406	2,973,767	-	5,204,173	4,960,678

6. 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 7)	Support costs (note 8)	2020	Total direct costs 2019	2019
		£	£	£	£	£	£
Healthy Ecosystems	406,463	725,061	1,131,524	185,094	1,316,618	961,222	1,109,446
Protected Places	830,995	745,747	1,576,742	257,923	1,834,665	1,408,770	1,626,008
Thriving Species	562,991	252,697	815,688	133,429	949,117	797,156	920,080
A Scotland that values and benefits from nature	572,840	532,650	1,105,490	180,836	1,286,326	839,507	968,962
	<u>2,373,289</u>	<u>2,256,155</u>	<u>4,629,444</u>	<u>757,282</u>	<u>5,386,726</u>	<u>4,006,655</u>	<u>4,624,496</u>
Raising funds	407,891	102,399	510,290	83,474	593,764	502,231	579,677
Support costs (note 8)	361,682	479,074	840,756	(840,756)	-	695,287	-
	<u>3,142,862</u>	<u>2,837,628</u>	<u>5,980,490</u>	<u>-</u>	<u>5,980,490</u>	<u>5,204,173</u>	<u>5,204,173</u>

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

7. 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	2020	2019
	£	£	£	£	£	£
Projects	1,098,270	461,209	713,580	468,455	2,741,514	2,148,527
Reserve management	-	1,064,878	57,519	-	1,122,397	1,066,200
Visitor centres	-	-	-	241,658	241,658	224,774
Marketing	-	-	-	259,418	259,418	299,804
People & wildlife	-	-	-	127,002	127,002	129,179
Other conservation	17,202	30,103	28,537	7,832	83,674	77,518
Policy	16,052	20,552	16,052	1,125	53,781	60,653
	<u>1,131,524</u>	<u>1,576,742</u>	<u>815,688</u>	<u>1,105,490</u>	<u>4,629,444</u>	<u>4,006,655</u>

8. 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	2020	2019
Support Costs	£	£	£	£	£	£	£
Finance & governance	36,423	80,765	112,544	58,221	78,907	366,860	284,597
Head office	18,396	40,792	56,842	29,406	39,854	185,290	159,995
HR and pension	12,416	27,531	38,363	19,846	26,897	125,053	78,897
Management	7,151	15,857	22,096	11,430	15,491	72,025	83,751
Health & safety	1,579	3,502	4,880	2,525	3,422	15,908	15,994
ICT	7,509	16,647	23,198	12,001	16,265	75,620	72,053
	83,474	185,094	257,923	133,429	180,836	840,756	695,287

Payments to the pension liability of £206,709 (2019: £193,320) are excluded from support costs.

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

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

	Group and charity	
	2020	2019
	£	£
Auditors' remuneration - current year	11,760	10,435
Services provided by entities related to auditor	3,600	1,000
Depreciation on all other fixed assets	137,359	103,194
Operating leases	146,239	133,720
Professional indemnity insurance	728	1,340

10. Analysis of staff costs, and expenses, and the cost of key management personnel

	Group and charity	
	2020	2019
	£	£
Salaries and wages	2,697,867	2,407,080
Social security costs	233,007	199,936
Pension costs	218,227	219,698
	3,149,101	2,826,714
Accrual for annual leave	(6,239)	9,837
TOTAL	3,142,862	2,836,551

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

One employee had emoluments exceeding £70,000 but not more than £80,000 (2019: one employee exceeding £70,000 but not over £80,000). This employee was a member of the defined contribution pension scheme (2019: one employee).

The charity trustees were not paid nor received any other benefits from employment with the Trust or its subsidiary in the year (2019: £nil). Expenses of £1,635 in relation to travel and subsistence costs were reimbursed to two Council members during the year (2019: £620). No charity trustee received payment for professional or other services supplied to the charity (2019: £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 External Affairs received employee benefits totalling £224,385 (2019: £238,149).

No redundancy payments were made during the year (2019: £nil). The Trust's policy is to expense redundancy payments at the time that the redundancy payment is notified.

11. 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:

	2020 Number	2019 Number
Conservation	27.8	28.8
Projects	41.3	32.5
External Affairs	19.7	20.2
Finance & Resources	18.6	17.3
Chief Executive	1.0	1.0
	<u>108.4</u>	<u>99.8</u>

The average number of individuals employed during the year was 130 (2019: 117).

12. Pension contributions

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

	2020 £	2019 £
The Wildlife Trusts Pension Scheme	209,549	193,321
Royal London - stakeholder scheme	<u>218,227</u>	<u>196,812</u>
	<u>427,776</u>	<u>390,133</u>

13. Related party transactions

The Vice-Chair of Finance is Chair of the Wildlife Trusts Pension Scheme which is an unremunerated position.

The total amount of donations and subscriptions received from members of Council during the year was £1,474 (2019: £1,841). This does not include donations which were made anonymously.

14. 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 2020 was £nil (2019: £nil).

15. Tangible fixed assets

Group and charity	Long leasehold land and buildings	Plant, machinery and motor vehicles	Computers	Total
<u>COST</u>	£	£	£	£
As at 1 April 2019	1,624,018	787,044	95,628	2,506,690
Additions		325,169	-	325,169
Disposals		(138,982)	(15,405)	(154,387)
As at 31 March 2020	1,624,018	973,231	80,223	2,677,472
<u>DEPRECIATION</u>				
As at 1 April 2019	968,043	528,502	91,659	1,588,204
Charge for year	70,455	64,980	1,924	137,359
Disposals		(138,982)	(15,405)	(154,387)
As at 31 March 2020	1,038,498	454,500	78,178	1,571,176
<u>NET BOOK VALUE</u>				
As at 31 March 2020	585,520	518,731	2,045	1,106,296
As at 31 March 2019	655,975	258,542	3,969	918,486

16. 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	2019/20	2018/19	2017/18	2016/17	2015/16
Wildlife reserves	£	£	£	£	£
Cost brought forward	1,048,858	1,048,858	1,048,858	1,048,858	1,048,858
Purchases in year	-	-	-	-	-
Disposals in year	-	-	-	-	-
Cost carried forward	1,048,858	1,048,858	1,048,858	1,048,858	1,048,858

30 (2019: 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.

The Trust ceased management of one wildlife reserve during the year: the management agreement at Yetholm Loch came to an end and could not be renewed.

	As at 1 April 2019	Additions during year	Disposals during year	As at 31 March 2020
Purchase cost of wildlife reserves	£	£	£	£
37 costing less than £10k each	124,210	-	-	124,210
16 costing more than £10k but less than £30k each	261,655	-	-	261,655
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

17. 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. There are six investments whose market value represents more than 5% of the total portfolio, these are the Rathbone Ethical bond, Royal London Asset Management Ethical Bond, Trojan Ethical Income, F&C Responsible Global Equity and HICL Infrastructure PLC.

Group and charity	Unrestricted main fund		Endowment sub-total		Total	
	2020	2019	2020	2019	2020	2019
	£	£	£	£	£	£
Market Value at b/fwd	1,900,931	1,933,114	2,211,196	2,196,198	4,112,127	4,129,312
Purchases	568,771	174,952	335,805	404,402	904,576	579,354
Disposals	(554,638)	(328,335)	(180,210)	(576,880)	(734,848)	(905,215)
Donated shares	246,636	-	-	-	246,636	-
Gains/ (losses)	(90,444)	121,200	(171,788)	187,476	(262,232)	308,676
Market value c/fwd	2,071,256	1,900,931	2,195,003	2,211,196	4,266,259	4,112,127
Cash	93,213	192,184	56,395	227,000	149,608	419,184
As at 31 March	2,164,469	2,093,115	2,251,398	2,438,196	4,415,867	4,531,311
Cost at 31 March	2,189,036	1,957,757	2,272,212	2,266,895	4,461,248	4,054,468

Group and charity	Cumbernauld		Irvine		Endowment sub-total	
	2020	2019	2020	2019	2020	2019
	£	£	£	£	£	£
Market Value b/fwd	1,287,959	1,277,303	923,237	918,895	2,211,196	2,196,198
Purchases	196,333	264,135	139,472	140,267	335,805	404,402
Disposals	(104,303)	(363,908)	(75,907)	(212,972)	(180,210)	(576,880)
Gains/ (losses)	(100,261)	110,429	(71,527)	77,047	(171,788)	187,476
Market value c/fwd	1,279,728	1,287,959	915,275	923,237	2,195,003	2,211,196
Cash	30,179	130,790	26,216	96,210	56,395	227,000
As at 31 March	1,309,907	1,418,749	941,491	1,019,447	2,251,398	2,438,196
Cost at 31 March	1,321,405	1,318,070	950,807	948,825	2,272,212	2,266,895

17. Investments (continued)

Group and charity	Unrestricted Main fund		Endowment sub-total		TOTAL	
	2020	2019	2020	2019	2020	2019
	£	£	£	£	£	£
Unquoted	-	12,500	-	-	-	12,500
Fixed interest	598,114	434,242	426,097	375,946	1,024,211	810,188
UK equities	478,623	538,085	616,863	627,939	1,095,486	1,166,024
Overseas equities	604,237	595,071	821,434	915,891	1,425,671	1,510,962
Other	390,282	321,033	330,609	291,420	720,891	612,453
As at 31 March	2,071,256	1,900,931	2,195,003	2,211,196	4,266,259	4,112,127
Cash	93,213	192,184	56,395	227,000	149,608	419,184
	<u>2,164,469</u>	<u>2,093,115</u>	<u>2,251,398</u>	<u>2,438,196</u>	<u>4,415,867</u>	<u>4,531,311</u>

Group and charity	Cumbernauld		Irvine		Endowment sub-total	
	2020	2019	2020	2019	2020	2019
	£	£	£	£	£	£
Fixed interest	247,950	218,586	178,147	157,360	426,097	375,946
UK equities	357,795	363,617	259,068	264,322	616,863	627,939
Overseas equities	477,190	532,029	344,244	383,862	821,434	915,891
Other	196,793	173,727	133,816	117,693	330,609	291,420
As at 31 March	1,279,728	1,287,959	915,275	923,237	2,195,003	2,211,196
Cash	30,179	130,790	26,216	96,210	56,395	227,000
	<u>1,309,907</u>	<u>1,418,749</u>	<u>941,491</u>	<u>1,019,447</u>	<u>2,251,398</u>	<u>2,438,196</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:

	2020	2019
	£	£
Aberforth Smaller Companies Trust	131,665	149,864
F&C Fund Management Ltd	214,326	308,208
HICL Infrastructure Ltd	214,547	207,493
IShares IV Plc	137,867	161,838
Trojan Ethical Income	267,274	216,643
Rathbone Unit Trust Management Ethical Bond	331,962	244,216
Royal London Ethical Bond	329,466	-
The Renewables Infrastructure Group	251,631	231,218
	<u>1,878,738</u>	<u>1,519,480</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 31.

18. Debtors

	Group and charity	
	2020	2019
	£	£
Amounts falling due within one year		
Sundry debtors	240,189	189,416
Prepayments and accrued income	447,748	596,769
Income tax recoverable	75,991	66,804
Grants receivable	21,684	133,898
	<u>785,612</u>	<u>986,887</u>

19. Creditors

	Group and charity	
	2020	2019
	£	£
Amounts due within one year:		
Other taxation and social security		
Other creditors	375,351	292,648
Pension liability		206,709
Prepaid income	185,690	110,358
	<u>561,041</u>	<u>609,715</u>
Amounts due outwith one year:	£	£
Prepaid income		117,807
Total creditors	<u>561,041</u>	<u>727,522</u>
Prepaid income		
Balance brought forward	228,165	194,127
Income released in year	(107,578)	(88,559)
Income deferred in year	65,103	122,597
Balance carried forward	<u>185,690</u>	<u>228,165</u>

20. Provisions

	Group and charity	
	2020	2019
	£	£
Provision for dilapidations	264,289	256,234
Balance brought forward	256,234	249,893
Provided within year	8,055	6,341
Balance carried forward	<u>264,289</u>	<u>256,234</u>

21. Provision for pension payments

	Group and charity	
	2020	2019
Pension provision	£	£
Provision at start of period	1,543,487	1,713,921
Payments made in year	-	(193,321)
Change in net present value	-	22,887
Change in accounting	(1,543,487)	-
Provision at end of period	-	1,543,487
Amounts due within one year	-	206,709
Provision for pension payments	-	1,336,778
Provision at end of period	-	1,543,487

The liability for the past service deficit contributions in 2019 has been accounted for in accordance with FRS102 para 28.13A and represents the present value of the contributions payable. The de-recognition of this has been explained in note 22.

22. Defined benefit obligation

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 subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

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 2019 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 2022 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 Scheme is classified as a 'last man standing arrangement'. Therefore, the Trust is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the Scheme. Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

For the year ended 31 March 2019, the Wildlife Trusts Pension obligation was being accounted for as based upon the net present value for the contractual obligation towards the past service deficit. For the year ended 31 March 2020, sufficient information is available for the Trust to account for its obligation on a defined benefit basis. The most recent formal actuarial valuation was completed as at 31 March 2019 and rolled forward, allowing for the different financial assumptions required under FRS 102 to 31 March 2020 by a qualified independent actuary.

Under the defined benefit pension accounting, the net deficit as at 1 April 2019 is £728,201 and is £569,895 as at 31 March 2020.

The change on transition has resulted in a re-measurement difference of £815,287 which has been recognised at the relevant date of application, 1 April 2019, in other comprehensive income.

The information disclosed below is in respect of the Trust's share of the assets and liabilities of the whole scheme. The assumptions used by the Trust, as disclosed below, were recommended by independent actuaries for application, approved by the Wildlife Trusts' Pension Scheme and adopted by the Trust.

	2020	2019
	£	£
Fair value of assets attributed to the Trust	3,847,270	3,832,798
Present value of defined benefit obligation attributed to the Trust	4,417,165	4,560,998
Net deficit recognised as a liability in the balance sheet	(569,895)	(728,201)

Changes in the present value of the defined benefit obligation attributed to the Trust are as follows:

	2020
	£
Opening defined benefit obligation attributed to the Trust	4,560,998
Current service cost	
Administration cost	31,341
Interest cost	107,623
Employee contributions	-
Actuarial losses/(gains)	(97,095)
Benefits paid including expenses	(185,702)
Closing defined benefit obligation attributed to the Trust	4,417,165

Changes in the fair value of assets attributed to the Trust are as follows:

	2020
	£
Opening fair value of assets attributed to the Trust	3,832,798
Interest income on assets attributed to the Trust	92,446
Employee contributions	
Contributions paid by the Trust	224,165
Gains/(losses) on assets attributed to the Trust	(116,437)
Benefits paid including expenses	(185,702)
Closing defined benefit obligation attributed to the Trust	3,847,270

The amounts recognised in expenditure in the statement of financial activities are as follows:

	2020
	£
Administration expenses	31,342
Interest on the net defined benefit liability	15,177
Total recognised in the statement of financial activities	46,518

The amounts recognised in the other recognised gains and losses section of the statement of financial activities are as follows:

	2020 £
Actual return on scheme assets - (losses)	(23,991)
Less: amounts included in net interest on the net defined liability	(92,446)
Return on scheme assets excluding interest income	(116,437)
Actuarial gain	97,095
Adjustment to contribution	14,616
Remeasurement (loss) recognised in other recognised gains and losses	(4,762)

The fair value of the scheme's assets attributed to the Trust, which are not intended to be realised in the short term and may be subject to significant change before they are realised, and the present value of the scheme's liabilities, which are derived from cash flow projections over long periods and thus inherently uncertain, were:

	2020 £	2019 £
UK equities	153,890	191,640
Overseas equities	857,941	935,203
Diversified growth funds	861,788	923,704
UK Government fixed interest bonds	723,287	613,248
UK Government index linked bonds	650,189	636,244
UK corporate bonds	396,269	387,113
Property	96,182	95,820
Cash	107,724	49,826
Fair value of assets attributed to the Trust	3,847,270	3,832,798
Present value of defined benefit obligation attributed to the Trust	(4,417,165)	(4,560,998)
Net deficit recognised as a liability in the balance sheet	(569,895)	(728,200)

Scottish Wildlife Trust's required payment towards the past service deficit in 2019/20 was £209,549 (2019: £193,321). The latest contribution proposal reflects the most recent valuation and will result in an increase in the monthly repayment increasing from £17,678 to £18,205 per month from August 2020. Payments will then rise 3% in August each year until July 2026 when the final instalment is due. These contractual obligations allow the pension deficit to be funded. FRS102 prohibits the recognition of these contributions as a liability when defined benefit accounting is adopted. As at the 31 March 2020 the liability for the past service deficit payments which is not recognised on the balance sheet is £1,485,664.

The actuarial assumptions used were as follows:

	As at 31 March 2020	As at 31 March 2019
Discount rate	2.25%	2.40%
Retail Prices Index (RPI) Inflation	2.70%	3.45%
Consumer Prices Index (CPI)	1.70%	2.45%
Future increases to deferred pensions	1.70%	2.45%
Rate of increase to pensions in payment		
Fixed 5% pa	5.00%	5.00%
RPI max 5% pa	2.65%	3.20%

Mortality (before and after retirement)

- Males: % of S3PA	95%	95%
- Females: % of S3PA	96%	96%
- CMU_2018 with a long term rate of improvements of % pa;	1.25%	1.25%
- Initial addition to mortality improvements of %	0.50%	0.50%

Cash commutation

- Members assumed to take % of their pension as tax-free cash subject to HMRC restrictions, using cash commutation factors currently in force.	25%	25%
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Life expectancy of a male aged 65 at the balance sheet date	22.5	22.4
Life expectancy of a male aged 65 in 20 years from the balance sheet date	23.9	23.8
Life expectancy of a female aged 65 at the balance sheet date	24.8	24.7
Life expectancy of a female aged 65 in 20 years from the balance sheet date	26.2	26.2

23. Contingent assets – legacy income

As at 31 March the charity had been notified of 17 legacies (2019: 19) that were not fully recognised in the Trust's financial statements as they were not sufficiently progressed to demonstrate entitlement, measurability and probability of receipt.

6 (2019: 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 (2019: £697,000). Of the remainder, 11 were residual, the likely income is in the region of £154,902 (2019: £746,077).

24. Contingent liabilities

The Trust is a member of a multi-employer pension scheme as disclosed in note 22. 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 £11,665 (2019: £74,525) prior to the year-end.

26. Analysis of charitable funds

The Trust allocates overheads across all its activities. Where it receives restricted income, the direct costs plus the directly attributable overhead allocation is not always covered. 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 £	Changes in designation £	New designation £	Spend £	Gains / (losses) £	Transfers £	Balance c/fwd £
Unrestricted funds								
Free funds	987,079	3,673,895	(326,410)	(1,648,132)	(937,612)	880,073	(874,396)	1,754,497
Fixed assets net book value	169,687	-	(169,687)	-	-	-	-	-
Unrestricted revaluation	135,358	-	(135,358)	-	-	-	-	-
Total free funds	1,292,124	3,673,895	(631,455)	(1,648,132)	(937,612)	880,073	(874,396)	1,754,497
Designated funds								
Wildlife reserve maintenance	-	-	-	1,281,193	(1,281,193)	-	-	-
Cumbernauld Living Landscape	100,000	-	-	-	-	-	-	100,000
Colgach & Assynt Living Landscape	100,000	-	-	-	-	-	-	100,000
Robertson Lowes tribute	-	-	5,000	-	-	-	-	5,000
Capacity building for engagement	420,000	-	(121,540)	-	-	-	-	298,460
Pension deficit	167,774	-	747,995	-	-	-	-	915,769
Fixed assets net book value	-	-	-	231,581	-	-	-	231,581
Unrestricted revaluation	-	-	-	135,358	-	(159,956)	24,598	-
Total designated reserves	787,774	-	631,455	1,648,132	(1,281,193)	(159,956)	24,598	1,650,810

Funds summary (continued)

	Balance b/fwd £	Income £	Changes in designation £	New designation £	Spend £	Gains / (losses) £	Transfers £	Balance c/fwd £
Restricted funds								
Property	616,891	-	-	-	(58,756)	-	-	558,135
Wildlife reserves	1,027,735	-	-	-	-	-	-	1,027,735
Wildlife reserve management	150,000	-	-	-	(23,518)	-	5,397	131,879
IUCN Urban Nature Alliance	137,599	(34,975)	-	-	(132,170)	-	30,332	786
IUCN UK Peatland Programme	122,530	253,555	-	-	(306,527)	-	70,346	139,904
Living Seas	130,864	159,665	-	-	(192,249)	-	44,120	142,400
Creating Natural Connections	37,755	616,663	-	-	(450,131)	-	103,302	307,589
McVean Living Landscapes	500,000	380,000	-	-	-	-	-	880,000
SSRS 2017-22	314,836	683,911	-	-	(917,900)	-	210,652	291,499
Coigach-Assynt	751,023	477,156	-	-	(788,854)	-	181,037	620,362
Other	1,369,650	998,598	-	-	(891,580)	-	204,612	1,681,280
Total restricted funds	5,158,883	3,534,573	-	-	(3,761,685)	-	849,798	5,781,569
Endowment funds								
Cumbernauld	1,425,124	-	-	-	-	(100,261)	-	1,324,863
Irvine	1,042,298	-	-	-	-	(71,527)	-	970,771
Total endowment funds	2,467,422	-	-	-	-	(171,788)	-	2,295,634
Total funds	9,706,203	7,208,468	-	-	(5,980,490)	548,329	-	11,482,510

26. Analysis of charitable funds (continued)

Unrestricted funds – free funds

The Trust's free funds are the unrestricted amounts which support effective delivery of the five-year plan and the Trust's long-term vision. These funds are necessary to provide resilience against unexpected events, for example from fluctuations in income or exceptional levels of expenditure.

Unrestricted funds - designated funds

Some unrestricted funds are designated, recognising the Trust's commitment to particular projects. Initiatives or activities by ensuring sufficient funds are set aside to meet medium to long term financial needs. The designated funds which exist focus on areas of significant activity for the Trust, as well as earmarking amounts already spent, such as on fixed assets or as part of unrealised fluctuations in value on the unrestricted investment portfolio.

The following funds are in existence:

- 1) 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.
- 2) Cumbernauld Living Landscape – the Natural Connections project aims to enhance, restore and reconnect green areas of Cumbernauld. This project, supported by the National Lottery Heritage Fund, 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, as well as providing ability to support other work in the area.
- 3) Coigach & Assynt Living Landscape – working with a broad range of partners, the Trust is in the delivery phase of the Coigach Assynt Living Landscape Partnership project (2016 - 2021), thanks largely 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 provides resilience for current operations and capacity to support broader work in the living landscape area.
- 4) Engagement – 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.
- 5) Pension deficit – the Trust participates in the Wildlife Trusts Defined Benefit Pension Scheme. The triennial valuation in 2019 continued to identify a significant deficit and refreshed the existing repayment plan. The Trust continues to be required to pay a significant monthly amount until July 2026. FRS 102 does not permit us to recognise this contractual commitment as a liability on the balance sheet as a liability has already been recognised on the defined benefit basis.
- 6) Fixed asset – this represents the net book value of unrestricted fixed assets, being the amount still to be depreciated.
- 7) Unrestricted revaluation reserve – this represents the difference between the value of unrestricted investments at the year-end and the cost of the investments held.

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.

Restricted funds

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 2019/20, are shown within the heading of "Other funds".

27. Analysis of net assets between funds

Group and charity	General unrestricted fund £	Restricted funds £	Endowment funds £	Total funds £
Fixed assets	250,017	1,905,137		2,155,154
Investments	2,164,469	-	2,251,398	4,415,867
Net current assets	1,560,716	3,876,432	44,236	5,481,384
Provision for pension payment	(569,895)			(569,895)
	<u>3,405,307</u>	<u>5,781,569</u>	<u>2,295,634</u>	<u>11,482,510</u>

28. Post-balance sheet events

There are no post balance sheet events.

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

	Group and charity	
	2020	2019
	£	£
Net movement in funds	1,776,307	2,490,658
Add back depreciation charge	137,359	103,194
Deduct investment income	(175,931)	(162,593)
Deduct donated shares	(246,636)	
Deduct realised gains/(losses) on investments	(89,842)	(266,479)
Deduct unrealised gains/(losses) on investments	352,074	(42,197)
Add cash used in financing activities	269,576	(302,531)
Deduct gain on sale of fixed assets	(19,899)	
(Increase)/decrease in stocks	(2,901)	(350)
(Increase)/decrease in debtors	201,275	(313,130)
Increase/(decrease) in creditors	(166,481)	(135,802)
Increase/(decrease) in pension	(758,828)	(169,839)
Net cash inflow/(outflow) from operating activities	1,276,073	1,200,931

30. Financial commitments

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

	2020	2019
	£	£
Land and buildings		
Amounts payable falling due within one year	100,434	81,140
Amounts payable falling due in more than one year but less than five years	231,086	16,479
Amounts payable falling due after five years	134,313	
Total	465,833	97,619

31. 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). No further trading activity has occurred or is anticipated. The company is now dormant.

Achievements and performance 2019/20

HEALTHY ECOSYSTEMS

Five Year Plan operational objective	Achievements in 2019/20
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 activities around at least five topics (including climate change, planning, Brexit, Land Stewardship, National Ecological Network); Undertake policy development regarding (i) approach to Wildlife Management, (ii) Geodiversity (iii) Health and well-being, and (iv) woodland/forestry</p> <p>a. Successfully advocated for an amendment to the Planning Bill which allows the Infrastructure Levy (if enacted) to be used for green and blue infrastructure investment.</p> <p>b. Launched our Nature's Emergency Service campaign to raise the profile of nature-based solutions and their role in addressing the climate and biodiversity crises.</p> <p>c. Advocated a new strategic approach to green and blue infrastructure which helped lead the Infrastructure Commission to advise that it is included as a sector within the Infrastructure Investment Plan and that there should be a full needs assessment, as for other sectors.</p> <p>d. Developed a strong partnership forum with RSPB and WWF in setting up a response to the nature emergency which is now being repurposed in light of the COVID-19 situation.</p> <p>e. Continued support of Scottish Environment LINK's "Fight for Scotland's Nature Campaign" helping to get Scottish Government to commit to the right environmental principles and agree to establish an environmental watchdog.</p>
Introduce the concept of Ecological Urbanism and champion the case for its practical adoption	<p>Aim(s): to deliver the IUCN Urban Nature Alliance project, developing its formal governance (including the establishment of a global steering group and technical sub-groups), developing a web-based platform to act as a communications hub on all aspects of IUCN's urban work and starting research on, and testing of, a set of urban ecosystem health indicators (City Nature Index)</p> <p>a. Compiled case studies for publication on the new IUCN website including the Square Metre for Butterflies - an Edinburgh Living Landscape project.</p> <p>b. Prepared first draft of the IUCN Urban Nature Index.</p> <p>c. Secured an Urban Planet pavilion at the 2020 World Conservation Congress; the pavilion's varied programme will include screenings of films produced by post-grad students of The Edinburgh College of Art portraying the theme of ecological urbanism through film and other media.</p> <p>d. Negotiated transfer of the project and staff lead to IUCN (Cambridge) whilst retaining links with the Programme Board.</p> <p>Aim(s): Utilise Policy Futures 4 "Living Cities" to promote ecological urbanism</p> <p>a. Published a series of blogs promoting the key principles and raising the profile of ecological urbanism.</p>
Strengthen our Living Landscapes in Coigach-Assynt, Cumbernauld and Edinburgh and further champion Living Seas	<p>Aim(s): To improve consistency in communication of key messages linked to Living Landscape projects</p> <p>a. Collated information for a web showcase for Cumbernauld Living Landscape, Edinburgh Living Landscape and wildlife reserves.</p> <p>Aim(s): To maintain effective working relations to foster the Cumbernauld Living Landscape (CLL)</p> <p>a. Met with Jamie Hepburn, MSP and introduced him to Cumbernauld Living Landscape and its Creating Natural Connections project - this has resulted in meetings to further integrate the work of CLL into local government thinking.</p> <p>b. Explored options to provide community engagement activities to support the development of an active travel Green Route within Cumbernauld (construction to be led by CSGNT).</p>

Achievements and performance 2019/20

	<p>Aim(s): Cumbernauld Living Landscape - Creating Natural Connections; to oversee the delivery of Year 1 of the programme plan including delivery of Trust-led projects such as access improvements at Seafar Woods, woodland restoration at Cumbernauld Glen, the establishment of early years and school programmes and the development of a "Bloomin' Wild" Campaign</p> <ul style="list-style-type: none"> a. Completed all planned access projects to a good standard with positive public feedback. b. Developed and completed six habitat projects which engaged with young people via workshops, green health and volunteering. c. Developed Cumbernauld Living Landscape branding and resources to make it more engaging and informative. d. Developed monitoring and evaluation materials including surveys and qualitative information. <p>Aim(s): Edinburgh Living Landscape (ELL): Finalise the refresh of the ELL Strategic Plan and key messages flowing from this, support the transition to a more campaigns focused approach and secure support from ELL board, and build the case for funding of core ELL support work</p> <ul style="list-style-type: none"> a. Organised a set of externally facilitated workshops for the Edinburgh Living Landscape Board to explore and develop the ELL Strategic Plan going forward. b. Supported project partners to develop two successful applications to SNH's Biodiversity Challenge Fund. c. Secured funding to embed an ecologist within the City of Edinburgh's Future Parks Accelerator project: "Thriving Green Spaces" and began the development of an Ecological Coherence Plan for Edinburgh. d. Led the promotion of a film exploring Little France Park in Edinburgh (created by a local resident). <p>Aim(s): Coigach Assynt Living Landscape tree nursery, to increase the production of native trees and diversify the potential client base & funding model.</p> <ul style="list-style-type: none"> a. Achieved our most productive year to date - totalling c. 45,000 trees grown from a wide range of native species including Scots pine, alder, downy birch, juniper, rowan, hazel and wych elm. b. Sold all saleable stock. c. Built a new polytunnel and extended into an additional area of field - which will increase output for next year. <p>Aim(s): Coigach Assynt Living Landscape Partnership Scheme (CALLP) to lead on the implementation of five CALLP projects</p> <ul style="list-style-type: none"> a. Completed priority sections of an upgrade to the historic and spectacular Postie's Path (Ben Mor Coigach Wildlife Reserve). b. Established two demonstration crofts - trialling heritage/traditional cereal crops c. Reviewed 18.4km of coastline with the SCRAPbook project, monitoring for marine litter using aerial photographs to target locations for beach cleans. Removed over 1 tonne of marine litter from beaches. d. Provided GIS training to support local Deer Management Groups to enable them to better interpret data for Habitat Assessments. e. Renovated the Achlochan Owl Barn - volunteers installed an owl box & replaced a bridge. <p>Aim(s): to act as Scheme Administrator for Coigach Assynt Living Landscape Partnership Scheme (CALLP) including submission of NLHF claims, support to partners to implement their Year 3 work programme, and development of Year 4 Work Programme</p>
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Achievements and performance 2019/20

	<p>a. Continued woodland expansion to establish new woodland and/or bring woodland back in to active management; planted 160.5 ha with trees at Ledbeg.</p> <p>b. Delivered a range of outdoor and woodland learning events to local primary and high school children including John Muir Awards, Mindfulness in the Woods, Hedgerow Jelly Planting, Forest School sessions, a Great British Beach Clean, Hill-to-Grill and an Iron Age day at Clachtoll Broch. Stirling University travelling lab visited Ullapool High School to deliver a Higher Geography workshop on soils.</p> <p>c. Digitised more than 48,000 wildlife records.</p> <p>d. Supported two Artists in Residence. One at Clachtoll Broch who ran school visits and a metal pouring evening complete with iron age food; 42 community bronzes were made and a reproduction of the broch lintel produced. The second Artist in Residence focused upon the iconic peak of Suilven and held workshops on Sonic Art.</p> <p>e. Operated a Community Grant Scheme awarding a total of £23,938 to 11 organisations and individuals from Coigach and Assynt.</p> <p>f. Completed path repairs in Culag Woods, laid 480m of aggregate on Acheninver Coastal Path and installed interpretation panels in the Honesty Shop at Glenanisp Lodge.</p> <p>g. Undertook experimental archaeology based around Clachtoll Broch including construction of a stone wall circle, testing the strength of woven flooring and investigating how pottery would have broken.</p> <p>Aim(s): to champion Living Seas through our marine planning programme; to ensure key elements of the Trust's Inshore Fisheries policy are incorporated into in-shore (or wider sea) Fisheries Bill; to continue promotion of Trust's decommissioning policy and collaborative work with North Sea Futures; to promote and apply Trust's Aquaculture policy; to increase involvement with fisheries management</p> <p>a. Completed the Final Draft of our Fisheries Management Policy.</p> <p>b. Hosted a Living Seas event at the Scottish Parliament.</p> <p>c. Contributed to the Salmon Interaction Working Group's final recommendations.</p> <p>d. Made progress towards establishing a Marine Stewardship Fund.</p> <p>Aim(s): Oceans of Value project - feeding in to the Orkney MPA assessment; Recruit a Marine Stakeholder Engagement Officer, conduct stakeholder interviews to analyse using the Community Voice Methodology and support a MSc Research studentship</p> <p>a. Finalised project design and plan.</p> <p>b. Conducted first 15 video interviews with stakeholders.</p>
FRAGMENTED WILDLIFE HABITATS ARE MORE CONNECTED AND RESILIENT	
<p>Establish new Living Landscapes and Living Seas partnerships which incorporate the Trust's wildlife reserves</p>	<p>Aim(s): to agree future Living Landscape selection criteria with the Trust's Council and identify realistic opportunities for future partnerships</p> <p>a. Drafted a paper for internal review (delayed due to staff capacity).</p> <p>Aim(s): to support the work of the (RSPB led) Garnock Connections partnership through participation in the Project Board and Steering Group and implementation of Trust led Year 2 projects - Meandering the Dundonnell Burn (Shewalton Wood)</p> <p>a. Successfully completed the re-meandering of the Dundonnell Burn at Shewalton Wood - a complex, costly and impactful demonstration of the positive change that can be made to a watercourse.</p> <p>b. Planted over 400 trees on the flood plain of the meander in a single day with the help of our community engagement volunteers.</p> <p>c. Constructed a sand martin nesting wall with access for cleaning.</p> <p>Aim(s): As part of the Trust's commitment to the Heart of Scotland Forest Project (HoSFP) seek Conservation Committee approval to proceed with the expansion of Keltneyburn Wildlife Reserve</p> <p>a. Made steady progress towards establishing a continuous woodland corridor between the HoSFP and the Tay catchment area.</p>

Achievements and performance 2019/20

<p>Champion the case for the practical adoption of a National Ecological Network</p>	<p>Aim(s): Continue to find opportunities to promote the benefits of a National Ecological Network (NEN) and scope delivery projects that will further demonstrate potential</p> <ul style="list-style-type: none"> a. Included NEN within our planning around joint working with RSPB and WWF around the response to the nature emergency. b. Contributed to a collaborative briefing document promoted via Scottish Environment LINK and Scottish Biodiversity Strategy Sub Group. c. Provided a briefing to the Scottish Government's Scottish Biodiversity Strategy Land group. d. Advocated for the importance of ecologically coherent networks to deliver nature-based solutions.
<p>Demonstrate the implementation of the National Ecological Network through a new flagship project</p>	<p>Aim(s): to establish a national Steering group for the Riverwoods Initiative, map potential cash flows to assess feasibility of conservation finance, establish data requirements and opportunity mapping options and confirm the long-term direction of project</p> <ul style="list-style-type: none"> a. Established a national Steering Group with representation from Tweed Forum, SEPA, Woodland Trust, SNH, Centre for Sustainable Forests and Landscapes (University of Edinburgh), The James Hutton Institute, Forest Research, Forestry and Land Scotland, Confor and Buglife. b. Presented at an event organised by the Global Ethical Finance Initiative in partnership with UNDP and the Scottish Government. c. Drafted a vision and associated outputs and activities for Riverwoods. d. In partnership with SEPA, supported a group of technical experts to detail the key components of, and collate existing evidence on the multiple benefits delivered by riparian woodland. e. Riverwoods was used as one of the spotlight projects for the £1 Billion Challenge exploring novel pathways to finance for nature conservation. f. Space Intelligence secured funding (in partnership with the Trust) from NESTA 'AI for Good' to undertake innovative satellite mapping work related to Riverwoods. <p>Aim(s): to reaffirm and extend the Irvine to Girvan Nectar Network working with businesses, local authorities, community groups and volunteer to enhance pollinator habitats along the Ayrshire coast</p> <ul style="list-style-type: none"> a. Secured funding to enable the recruitment of a Project Officer. b. Teamed up with the Ayrshire Coastal Path group to identify new sites in South Ayrshire. c. Completed long anticipated gorse removal, bare sand creation and wildflower sowing at Irvine Townsmoor. d. Purchased a mini-tractor to "close the circle" from sowing to cut and collect.

Achievements and performance 2019/20

PROTECTED PLACES

Five Year Plan operational objective	Achievements in 2019/20
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 seek opportunities to build capacity to deliver reserve activities in line with recommendations from the Strategic Review of Wildlife Reserves; produce a monitoring framework and action plan for our reserves and use to build funding capacity to deliver required monitoring</p> <p>a. Limited progress due to staff capacity.</p> <p>Aim(s): to review selected management objectives on reserves and agree management tasks, incorporating Open Spaces Review recommendations</p> <p>a. Updated Management Plans for seven wildlife reserves.</p> <p>b. Created a new circular path passing through ancient Atlantic woodland at Shian Wood (Argyll), made possible by a legacy from one of our local members.</p> <p>c. Completed an additional section of path on Handa Island as part of a programme to make the coastal path more resilient.</p> <p>d. Dismantled and replaced a bridge at Woodhall Dean to maintain a two mile circular walk.</p> <p>e. Made good progress with the control of invasive non-native species - thanks largely to the work of the reserve volunteers. Unfortunately ash die back is becoming an increasing challenge.</p> <p>Aim(s): to complete all tasks which protect or enhance the reserves designated features</p> <p>a. More than 95% of the designated features on our wildlife reserves are in favourable - or unfavourable recovering - condition.</p> <p>b. Nearly 100 lambs joined the Flying Flock in the spring, giving us a flock of nearly 300, while the Flying Herd increased in size to 20; overall the grazed meadows are showing signs of gradual improvement.</p> <p>Aim(s): to monitor deer pressure on selected reserves and instigate control where required</p> <p>Undertook deer control on eight wildlife reserves, submitting reports to Scottish Natural Heritage and relevant Deer Management Groups.</p> <p>Aim(s): to develop a landscape restoration project for Largiebaan Wildlife Reserve (Kintyre)</p> <p>a. Completed a peat depth and condition survey and analysed results in order to confirm the hectareage and location of areas suitable for either establishment of native woodland or peatland restoration.</p> <p>b. SNH confirmed interest in assisting with a peatland restoration project.</p> <p>c. Commissioned a breeding bird survey.</p>
Reinforce the role of wildlife reserves in the Trust's wider work including education, community engagement and advocacy	<p>Aim(s): to complete assessment of the level of infrastructure, investment and community/school engagement activities on reserves and develop a resourced implementation plan</p> <p>a. Welcomed over 5,000 visitors to an art installation housed in our Johnston Terrace Wildlife Reserve as part of the Edinburgh Festival.</p> <p>b. Initiated a review of infrastructure investment to enable an implementation plan.</p>
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 IUCN UK Peatland Programme 5 year work plan. Outputs for 2019/20 include contribute to Commission of Inquiry on Peatlands Update, organise Annual Conference 2019 (Ireland) and launch Peatland Training and Monitoring initiative</p> <p>a. UK and devolved governments announced multi-million, and multi-year, funding packages for peatlands.</p> <p>b. IUCN UK Peatland Programme conference held (Belfast) with a record number of delegates (c. 224 delegates).</p>

Achievements and performance 2019/20

Undertake targeted campaigns and planning casework to protect high-priority marine and terrestrial habitats under threat	Aim(s): to develop a Scottish Peat Alternatives Advocacy Programme including a review of the Trust's "Use of Horticultural Peat Policy"
	a. Liaised with the staff team of the IUCN Peatland Programme and placed the objective on hold pending development of a UK-wide campaign.
	Aim(s): to respond to Coul Links and any other key terrestrial and marine planning case work (including marine regional plans) as capacity as allows
	a. Successfully stopped the proposal to build a golf course on Coul Links (Sutherland) through huge, coordinated, efforts across several NGOs.

Achievements and performance 2019/20

THRIVING SPECIES

Five Year Plan operational objective	Achievements in 2019/20
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): Savings Scotland's Red Squirrels - Developing Community Action; to deliver strategic grey control in target areas (Aberdeen, Highland boundary line, south of Scotland Priority Areas for Red Squirrel Conservation (PARCs))</p> <ul style="list-style-type: none"> a. Grey squirrel populations continued to be progressively reduced in the Aberdeen area through adaptive grey squirrel control. b. Encroachment of Central Lowlands grey squirrels into the core red squirrel populations of the Highlands and Grampian continued to be contained. c. Grey squirrel control work was delivered for the first time across all ten current PARCs in South Scotland. d. PARC consultation completed, resulting in a greater proportion of the red squirrel population of southern Scotland being earmarked for better protection against replacement by grey squirrels.
	<p>Aim(s): Savings Scotland's Red Squirrels - Developing Community Action; to implement Ecological Monitoring and Evaluation Programme</p> <ul style="list-style-type: none"> a. Over 9,400 squirrel sightings submitted and verified via the website over the year. All verified sightings added to the Scottish Squirrel Database along with over 6,000 other squirrel records. b. Ninth annual set of standardised Spring Surveys completed and ninth consecutive report produced.
	<p>Aim(s): Savings Scotland's Red Squirrels - Developing Community Action; to produce a scoping document for the Community Hub to sustain the project in the long term</p> <ul style="list-style-type: none"> a. Updated the online Community Hub to support volunteer use and expand the range of data collected. b. Created a database linked to the data on the Hub - giving staff direct access to the complex information they need. c. Trained and supported volunteer groups and staff in use of the hub: delivered six network group sessions for a total of 53 volunteers and three in-house sessions for seven staff members.
	<p>Aim(s): Savings Scotland's Red Squirrels - Developing Community Action To secure profile for the project through media and social media.</p> <ul style="list-style-type: none"> a. Ran the Great Scottish Squirrel Survey nationally for the first time - generating 828 new squirrel sightings records in one week. b. Delivered a successful SSRS Stakeholder Networking Day at Edinburgh Zoo in May. c. Delivered high quality social media engagement throughout the year; ending with 8,642 Facebook followers, an average of 2,529 impressions per tweet and posting 24 blog pieces.
	<p>Aim(s): Savings Scotland's Red Squirrels - Developing Community Action; to secure increased volunteer recruitment</p> <ul style="list-style-type: none"> a. Set up six new volunteer red squirrel networks set up in South Scotland. b. SSRS-affiliated volunteer red squirrel network now provides virtually complete coverage of priority areas in South West Scotland.
	<p>Aim(s): Savings Scotland's Red Squirrels - Developing Community Action; to secure increased community engagement</p> <ul style="list-style-type: none"> a. 745 Community engagement and training events delivered since the start of the project in 2017. b. Hosted a Social Media webinar.

Achievements and performance 2019/20

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 Communications Co-ordinator</p> <p>a. Provided social media and communications support for Scottish Wildcat Action during an extended period of staff shortage.</p> <p>Aim(s): to add five species to the Species Action Framework - develop species dossiers for these and identify projects to be developed</p> <p>a. On hold due to staff capacity.</p>
WE HAVE BUILT SUPPORT FOR THE RETURN OF KEYSTONE SPECIES TO SCOTLAND	
Champion the establishment of sustainable beaver populations in Scotland	<p>Aim(s). Scottish Beavers: to fulfil Year 3 requirements of the licence for re-enforcement of work at Knapdale; provide data collection formats, Quality Assessment and analytical reports from Scottish Beavers; provide Trust input into the two field activities in Knapdale and the community engagement-event.</p> <p>a. Welcomed the announcement of European Protected Species status for beavers in Scotland. Undertook high profile advocacy and media engagement including a celebration event.</p> <p>b. Received the Species Champion Award at the Nature of Scotland 2019 ceremony.</p> <p>c. Undertook autumn field signs survey; spring survey curtailed by COVID-19.</p> <p>d. Delivered a local stakeholder event in Knapdale in November.</p> <p>e. Co-chaired the Scottish Beavers liaison meetings and attended the Monitoring, Research and Management Co-ordination Group.</p> <p>f. Commissioned a survey of Loch Awe and the surrounding landscape to gain a greater understanding of dispersal patterns of beavers from Knapdale.</p>
Build a strong case for the re-introduction of the lynx	<p>Aim(s) to scope out a project to present to funders which will build the case for lynx re-introduction and establish an eNGO lynx coalition group, provide chair/secretariat for this and appoint a project officer</p> <p>a. Submitted a scoping paper for expert review by the Trust's Conservation Committee.</p> <p>b. Held exploratory discussions with potential partners for an eNGO coalition group.</p>

Achievements and performance 2019/20

A SCOTLAND THAT VALUES & BENEFITS FROM NATURE

Five Year Plan operational objective	Achievements in 2019/20
PEOPLE ARE MORE CONNECTED TO NATURE AND ARE INCREASINGLY CHAMPIONING ITS BENEFITS	
Inspire and educate people of all ages and backgrounds about wildlife and the natural world	Aim(s): to provide at least 28,000 inspiring interactions with the natural world through education and events a. Delivered over 28,000 inspiring interactions despite the cancellation of public events and teaching opportunities in Q4. b. Developed new education resources including workshops to support delivery of Living Seas and Earn Your Stripes projects (in association with Scottish Badgers).
	Aim(s): to attract more than 50,000 visits to our visitor centres a. Recorded 52,941 visits to our three Visitor Centres: 20,438 to Loch of the Lowes (Perthshire), 12,503 to Montrose Basin (Angus) and c 20,000 to Falls of Clyde (South Lanarkshire). Until the impact of COVID-19 (and closure) Montrose Basin Visitor Centre numbers were on track to beat all records since opening in 1995. b. Recorded a high level of visitor satisfaction at all three centres (assessed by periodic surveys); with net promoter scores between 77% and 89%. c. Celebrated the 50th anniversary of Loch of the Lowes. As part of the Lowes@50 programme we welcomed 300 visitors to an open weekend, 49 volunteers attended a hatching party and we promoted 50 facts via social media (1 a week for 50 weeks). d. Upgraded the osprey webcam at Loch of the Lowes; the webcam amassed 543,993 unique views and received a mention in the online National Geographic magazine. e. Organised a diverse range of successful events including Halloween and Nature Elf events and a Feis Rois Community Ceilidh Trail gig (all at Falls of Clyde), a series of goose breakfasts at Montrose Basin and osprey and beaver watches at Loch of the Lowes.
	Aim(s): to maintain a network of at least 30 Wildlife Watch groups around Scotland a. 31 Wildlife Watch groups active round Scotland - seven new groups established and seven groups closed. b. Delivered two successful Wildlife Watch Training Days (April and September). c. Entered two groups in to a UK-wide competition for Wildlife Watch Group of the Year. d. Successfully launched the Echo Award for Scottish Wildlife Watch Groups.
	Aim(s): to attract at least 430,000 unique users to the Trust's main website and continue to increase the Trust's cumulative online reach a. Recorded 621,124 unique users visiting the Trust's website - a 31.5% increase compared to last year.
	Aim(s): to achieve an average of 80 million 'opportunities to see' per quarter through targeted media work

Achievements and performance 2019/20

	<p>a. Strong presence for the Trust in national media around the granting of European Protected Species status to beavers (including network BBC News and UK-wide radio).</p> <p>b. Regular appearances on key outdoor media (BBC Scotland's Landward and Out of Doors).</p> <p>c. Maintained strong relationships with key journalists at titles including Guardian, Herald, Times and Scotsman.</p> <p>d. Average quarterly 'Opportunities to See' were 87 million.</p>
	<p>Aim(s): Edinburgh Living Landscape, to support the Royal Botanic Garden Edinburgh with the "Edinburgh Shoreline" project, exploring opportunities to bring projects together into a targeted campaign.</p> <p>a. Assisted the RBGE team to secure SNH Biodiversity Challenge Funding for the shoreline project and hosted a coordination meeting with other BCF funded projects in Edinburgh.</p>
	<p>Aim(s): to deliver the Ayrshire Community Engagement Project</p> <p>a. Regularly exceeded attendance targets on walks and volunteering events.</p> <p>b. Two of the three young people on work placement achieved employment.</p> <p>c. Many of our volunteers now independently assist some of the community groups we support.</p> <p>d. Enhanced the habitats and paths of the wildlife reserves in the South-West area reserves thanks to the work of the volunteers ably organised by the Community Engagement Officer.</p>
	<p>Aim(s): to deliver Year 1 of Earn your Stripes project (a partnership with Scottish Badgers) to create a skilled network of community wildlife champions (focussing upon people experiencing potential barriers to employment in North and South Lanarkshire, Glasgow, and West Dunbartonshire)</p>
	<p>a. Established strategic engagement with a range of referral charities - Enable Scotland and National Autistic Society as well as other organisations including Police Scotland Youth Volunteers, Adoption UK, Govan Community Initiative and Council rangers.</p> <p>b. Set up and tested the Earn your Stripes skills development programme; piloting studies with 30 individuals (all with learning difficulties) each receiving finishing certificates (over 4 groups and 18 sessions).</p> <p>c. Welcomed a student from our second pilot study group onto a work placement programme (working towards a SVQ level 3).</p> <p>d. Organised Badger Week – attracting over 400 participants to 23 events.</p> <p>e. Our previous project 'Badgers in the Landscape' was awarded 'Highly Commended' at RSPB's Nature of Scotland Award.</p>
	<p>Aim(s): Living Seas Marine Community Programme, to establish a hub of excellence for community engagement in the marine environment, create a beach clean station network, hold a marine festival, and establish a snorkel trails network</p> <p>a. Secured a specialised boat able to take out disabled passengers and also used it to carry out large-scale remote beach cleans.</p> <p>b. Launched an additional Snorkel Trail at St Abbs (Berwickshire) and opened discussions with a range of other partners.</p> <p>c. Our work with a local children's group achieved national recognition at the RSPB's Nature of Scotland awards plus numerous media features.</p>
Develop a network of champions for nature including a growing number of engaged members and supporters	<p>Aim(s): to continue to improve our eMarketing infrastructure, allowing for more automation and personalisation of content</p> <p>a. Launched three automated onboarding series for different mailing lists.</p>
	<p>Aim(s): Living Seas - Marine Planning Programme; to manage the Living Seas interactive map and deliver a public facing campaign</p> <p>a. Delivered a successful Basking Shark Marine Planning Area (MPA) campaign.</p>

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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	Aim(s): to continue to promote the implementation of natural capital principles as outlined in the Trust's Land Stewardship Policy
	<ul style="list-style-type: none"> a. Continued promotion of natural capital principles and recognition of their importance from the Scottish Government and organisations like the Infrastructure Commission. b. Our Policy Specialist was appointed convener of Scottish Environment LINK's Food and Farming Group. c. Established a new working partnership with the National Farmers Union Scotland on Champions for Change.
Inspire leadership in the stewardship of our natural environment through the Scottish Forum on Natural Capital	Aim(s): 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 aims: <ul style="list-style-type: none"> • Impact through Policy & Legislation • Impact through Knowledge & Innovation • Impact through Catalysing Action
	<ul style="list-style-type: none"> a. Collaborated with Crown Estate Scotland to trial the Natural Capital Protocol within the dairy sector. b. Integrated the Ecosystems Community (ESCOM) into the Scottish Forum on Natural Capital.
	Aim(s): to deliver the public engagement phase of the Scottish Conservation Finance Project (marrying scalable conservation projects with the right financial products, ready to undergo in-depth feasibility studies)
	<ul style="list-style-type: none"> a. Created the 'Route Map to £1 Billion' (due to be published early 2020-21). This represents a major step forward in Scotland's understanding of how new investment can be brought into nature conservation.

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STRONG FOUNDATIONS

Five Year Plan operational objective	Achievements in 2019/20
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 embed a Learning & Development Framework and Resources Guide throughout the organisation. Collate 2019-20 Training Plan; deliver Staff Conference; ensure core compliance is embedded across all staff in terms of key annual assessments and compliance returns.</p> <ul style="list-style-type: none"> a. Organised a Staff Conference (in West Kilbride); 87 employees attended the 2-day event. b. Reviewed our Learning & Development Framework and Resources Guide; prioritisation and authorisation of learning updated and set out in the guide. c. Covered all essential compliance training. d. Updated our Employee Handbook. e. Launched a Line Managers Development Programme, facilitated by a professional training company and co-ordinated in-house by Trust administrators; 34 employees participated.
	<p>Aim(s): to develop a strategic delivery plan to deliver continuous improvement in the Trust's environmental sustainability. Quarterly meetings of cross-functional staff-led Greening Group</p> <ul style="list-style-type: none"> a. Delivered a greening workshop at the Trust's Harbourside House office to construct outdoor planters with local charity Leith Community Crops in Pots. b. Purchased our first electric vehicle to help our Creating Natural Connections Team travel around Cumbernauld. c. Designed a plastic-free species adoption pack (including paper-craft models and wooden key-rings) to replace our previous pack. d. Installed a water source heat pump to derive more sustainable power for the Falls of Clyde visitor centre and staff base (New Lanark).
	<p>Aim(s): to deliver a culture which supports and promotes health, safety and wellbeing - Target 10% reduction in accidents</p> <ul style="list-style-type: none"> a. Convened four H&S Committees; undertook 21 wildlife reserve inspections and passed 14 audits (with Visitor Centres being deemed "excellent"). b. Delivered seven H&S training events (including induction, fire risk assessment, manual handling) and issued 14 all-staff briefings (including COVID-19, driving, lone working, ticks, DSE, fire, men's health & World H&S day). c. Identified new driver training and accident reporting processes.
Refresh our volunteer support structure to enable delivery of the Trust's vision	<p>Aim(s): to deliver effective volunteer support</p> <ul style="list-style-type: none"> a. Successfully delivered our seventh European Union funded project providing 20 long term volunteers to deliver practical reserve management tasks on about 50% of our nature reserves. Plans in place for a further two annual cohorts. b. Organised two volunteer "Thank you" events at Jupiter (Grangemouth) & Loch of the Lowes (Perthshire). c. Confirmed 1,057 active volunteers undertaking 1,835 roles. d. Started development of online volunteer induction and training modules.
	<p>Aim(s): to complete implementation of the recommendations from the Strategic Review of Volunteering</p> <ul style="list-style-type: none"> a. Achieved major steps forward in our management of volunteers including data audit and cleanse, development of improved communication channels, updated job assignments and role descriptions, targeted recruitment. b. Successfully embedded Young Leaders and Wildlife Champions as a network to champion nature. c. Launched a pilot of Conservation Awards with placements starting in September. Three candidates based at Visitor Centres with two attaining Bronze and one Silver to date.

Achievements and performance 2019/20

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 a programme of governance support to Council and its sub-committees including AGM; Continue to develop and embed a governance framework (which supports charity best practice)</p> <ul style="list-style-type: none"> a. Held five meetings of Council. b. Delivered an inspiring 2020 Annual General Meeting thanks to support from Central Borders Local Group. c. Co-opted two council members. d. Approved Governance Framework
	<p>Aim(s): to commence consideration of planning for new Five Year Plan 2022- 2027</p> <ul style="list-style-type: none"> a. Initial planning for next five year plan started, but progress delayed due to emerging COVID-19 emergency.
	<p>Aim(s): to document compliance with General Data Protection Regulations including updated data audit</p> <ul style="list-style-type: none"> a. Central Data Protection register in place. b. Refreshed Subject Access Request documentation. c. Established an email account and associated process for GDPR-compliant coordination of local events.
	<p>Aim(s): to convene 4 meetings of Project Excellence Team to provide suitable level of oversight, promote good practice including recovery of costs, and develop guidance materials</p> <ul style="list-style-type: none"> a. Four Project Excellence Team meetings held.
	<p>Aim(s): to ensure all operations are compliant with land, species and habitat legislation</p> <ul style="list-style-type: none"> a. Trust reserves designated under national and international wildlife legislation were monitored by Scottish Natural Heritage and actions recorded on the Remedies Database. b. Long Term Forest Plans are being delivered on the four Cumbernauld greenspaces reserves as approved by Forestry and Land Scotland. Other felling operations over a certain scale are subject to felling licenses. c. Trust livestock movements were recorded in accordance with national and internationally agreed procedures to maintain animal welfare standards. d. 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 - Annual Accounts audited and submitted to OSCR</p> <ul style="list-style-type: none"> a. All statutory compliance returns in place and registers up to date. b. Submitted first VAT return using Making Tax Digital.
Maintain a clear financial reserves policy, strengthen our income streams and clearly prioritise expenditure	<p>Aim(s): to oversee continued implementation of Capacity Building Programme, seeking external funding which supports growth of unrestricted funding, improves infrastructure and develops future digital engagement strategies</p> <ul style="list-style-type: none"> a. Ongoing assessment of Board approved capacity building investment (and its impact) reported on a quarterly basis to Finance & Audit Committee. b. Exploring sustainable model for funding of long term volunteer placements.
	<p>Aim(s): to secure over £1M restricted funding for projects approved by Projects Excellence Team (and or/core activities) by fundraising amongst individual donors, businesses and grant giving bodies</p>

Achievements and performance 2019/20

	<p>a. Secured more than £1.3M.</p> <p>b. Received, processed and gave thanks for more than 780 individual donations in response to three fundraising appeals focusing on our work in Cumbernauld, path maintenance on our wildlife reserves and the Irvine-to-Girvan Nectar Network.</p> <p>c. Confirmed a £300k funding package from the Campsie Centre in support of access enhancement work within the Cumbernauld Creating Natural Connections project.</p> <p>d. Secured a further £110k award from the European Solidarity Corps to enable long-term volunteers to assist with wildlife reserve maintenance work.</p> <p>e. Secured a £97k National Lottery Heritage Fund award to enable the Trust to transform its information management systems - Project Water Bear.</p> <p>f. Collated and submitted 53 reports & financial claims to ensure our funders are well informed and confident of the impact of their financial support.</p> <p>g. Collaborated in the production of Scottish Environment LINK's award-winning short film 'This is Scotland' - a showpiece for the lack of private funding for the Scottish environment compared to the wider UK.</p>
	<p>Aim(s): to establish major donor programme</p> <p>a. Contacted a group of our most generous donors to gain insights in to how they wished to support the Trust in the future.</p> <p>b. Represented the Trust at two private philanthropy events in London.</p> <p>c. Held two meetings with potential major donors.</p>
	<p>Aim(s): to secure over £1.986M unrestricted income by fundraising amongst individual donors, businesses and grant giving bodies</p> <p>a. Secured over £2.8M.</p> <p>b. Launched our new Species Adoption scheme offering wildlife enthusiasts a means to support our work and receive regular updates on their favourite species. 452 adoption packs issued to date.</p> <p>c. Welcomed almost 6,000 new members to the Trust - securely processing their subscriptions and supplying them with welcome packs, magazines and e-newsletters.</p> <p>d. Continued to grow our Wildlife Guardians scheme - we are delighted to now have 286 Wildlife Guardians supporting the Trust, each donating upwards of £7.50 per month.</p> <p>e. Were delighted to receive over £12k from people raising funds in aid of the Trust this year. This is an increase of over 70% against the same period last year. From climbing Munros to setting up Facebook birthday collections by supporters as young as 7 - we were hugely grateful for the imagination, creativity and generosity of our supporters.</p> <p>f. Developed three new lines of branded goods for sale at our Visitor Centres.</p>
	<p>Aim(s): to provide a high standard of donor care to People's Postcode Lottery via TWT, in order to retain continuing grant at £500k per annum</p> <p>a. Maintained high level of support from players of People's Postcode Lottery.</p> <p>b. Supported relationship through significant media profile for work with ospreys at Loch of the Lowes and attendance at key events.</p> <p>c. Continued to support the relationship between TWT and PPL with high level networking, communication and intelligence sharing.</p>
	<p>Aim(s): to develop and report upon a suite of Key Performance Indicators for restricted annual grant from Scottish Natural Heritage</p> <p>Explore opportunities to engage with new SNH Biodiversity Challenge Fund</p> <p>a. Maintained a close working relationship with Scottish Natural Heritage.</p> <p>b. Transitioned to a new, restricted funding approach delivering against a defined programme of works associated with urban ecosystems, pollinators and community engagement.</p> <p>c. Submitted an application to the SNH Biodiversity Challenge Fund focussing on grassland management.</p>

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	<p>Aim(s): to promote Legacy Giving and secure an additional 20 notifications of legacy pledges</p> <p>a. Extended a trial partnership with the Free Wills Network for a further year in order to encourage people to consider incorporating a gift to the Trust in their Will.</p> <p>b. Nine people let us know that they had included a gift to the Trust in their Will.</p> <p>c. Shared and celebrated the stories of three more legators through our members' magazine - developing the testimonials in discussion with family and friends.</p> <p>Aim(s): to steward existing high value donors and legacy pledgers including tailored communications and 3 events</p> <p>a. High value donors received tailored fundraising communications.</p> <p>b. Welcomed 79 guests to a summer reception hosted by our Chair in the University of Edinburgh's Playfair Library.</p> <p>c. Held our second "Winter Warmer" reception to engage key stakeholders, policymakers and influencers.</p> <p>d. Throughout 2019, Wildlife Guardians received early bird invitations to different events at our reserves, received monthly updates on the Trust's activities and were welcomed to our summer Chair's Reception.</p>
Develop our infrastructure to increase organisational capacity, efficiency and effectiveness	<p>Aim(s): to engage in the government training scheme - Community Jobs Scotland (CJS)</p> <p>a. Successful completion of CJS programme for two employees with full funding received from SCVO.</p> <p>b. CJS programme covered training in retail, customer service, cash handling, wildlife interpretation, H&S and communication/team working.</p> <p>Aim(s): to optimise use of ICT, attain cyber essentials certificate, test business continuity plan, continue to bolster broadband where resources are available, embed security awareness among staff, develop data, digital and technology strategy</p> <p>a. Broadband bolstered.</p> <p>b. Workforce supported to relocate to home working due to COVID-19.</p> <p>Aim(s): to optimise use of information including delivery of information management review by identifying priority projects from the Benefits Dependency Networks and scheduling implementation and review of information needs from/of reserves to inform selection of effective management tool</p> <p>a. Produced detailed handover documents to facilitate a rapid start for Project Water Bear following successful recruitment of a Digital Infrastructure Project Manager.</p> <p>b. Began to gather detailed requirements for a reserve information review and undertook an options appraisal.</p> <p>c. ArcGIS Online set up and rolled out for SSRS staff with reserve staff roll out imminent.</p> <p>d. Presented our use of ArcGIS Online tools (internally and externally) to a nationwide "Mapping in Conservation" webinar to over 300 attendees.</p> <p>Aim(s): to present a feasibility study and project plan for reconfiguration of Harbourside House working area/storage and meeting space</p> <p>a. Successfully negotiated and completed office lease 2021-2031 rent and conditions.</p> <p>b. Installed secure storage units for Finance.</p> <p>c. All depts/project staff supplied with serviced workstations.</p> <p>d. Office audit and risk assessment successfully completed.</p> <p>Aim(s): Continuous learning and process development: to deliver four Support Services drop-in sessions in two separate locations, and two budget holder training sessions</p> <p>a. Continued support to all teams.</p>
WE HAVE A KNOWLEDGE AND EVIDENCE BASE THAT IS HIGHLY RESPECTED AND WELL USED	
Champion open data and make good use of information to measure our	<p>Aim(s): to ensure efficient access to data across the Trust, servicing data requests from across the Trust's Departments (95% within each quarter)</p> <p>a. Furnished mapping to facilitate negotiation of an extension to Linn Dean Wildlife Reserve.</p>

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impacts and inform our choices	Aim(s): to collate and present data in order to focus priorities, monitor delivery and assess impact. Build new Operational Plan reporting structure, produce quarterly strategic dashboards including reserve management, fundraising & membership, deliver updated Trust Impact report, and compile and submit evidence for TWT Impact Measures questionnaire
	a. Redesigned dashboard information collection sheets to help staff complete required information.
	Aim(s): to co-chair the Scottish Biodiversity Information Forum (SBIF) Advisory Group to deliver on the priority review recommendations and to host and manage the SBIF Development Officer
	a. Completed Investment Case and delivered to the Scottish Government for approval. b. Scottish Biodiversity Information Forum was represented at the Environment, Climate Change and Land Reform Committee, Natural England, Cabinet Office and other high-level meetings. c. Received CIEEM Stakeholder Engagement Award.
	Aim(s): to champion open data including an annual update of records to National Biodiversity Network (NBN) and implementation of web services on our website to deliver tailored maps to specific subject or geographical end-users to meet their needs
	a. Almost 9,000 records have been digitised by our stalwart volunteer in the last year. This brings our total of digitised records to 96,200.
	b. Recorded pine marten on a camera trap 200m from the edge of Cumbernauld, and conducted studies of beetles and moths recorded nowhere else in Scotland at our Jupiter Urban Wildlife Reserve (Grangemouth).
	c. Recorded peaks of pink footed geese numbers at over 66,000 on Montrose Basin and over 17,000 on the Loch of Lintrathen reserve.
Develop a suite of knowledge products to promote understanding of nature and improve decision-making	Aim(s): to refresh research prospectus with current research needs and communicate these both internally and externally to increase take-up
	a. This aim was placed on hold due to current staff capacity.
	Aim(s): to review outputs from Edinburgh University project to develop spatial app based on Natural Capital Planning Standard (Q2), with a view to assessing potential for a full knowledge product
	a. Received prototype app populated with data from the Edinburgh University estate. Reviewing wider applicability.