



the National Trust
for Scotland
a place for everyone

The Report of the Board and Financial Statements for the Year Ended 29 February 2008

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THE REPORT OF THE BOARD

The Board is pleased to present its report for the year ended 29 February 2008. This report is prepared in accordance with the requirements of Statement of Recommended Practice – Accounting and Reporting by Charities (2005) and complies with applicable law.

CONSTITUTION

The Trust operates under The National Trust for Scotland Order Confirmation Acts 1935 to 1973. The day-to-day management of the Trust is the responsibility of the Board, which is elected and co-opted in accordance with the above Acts.

OBJECTIVES, ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE

Objectives

The Trust's Vision: Scotland's rich and diverse heritage is truly inspiring. By championing this heritage, and through excellent stewardship, the Trust will create exciting opportunities to benefit everyone.

The Trust's Mission: The National Trust for Scotland is the conservation charity that protects and promotes Scotland's natural and cultural heritage for present and future generations to enjoy.

Activities, Achievements and Performance

A three-year financial plan to achieve long-term financial sustainability was approved by the Board in April 2007.

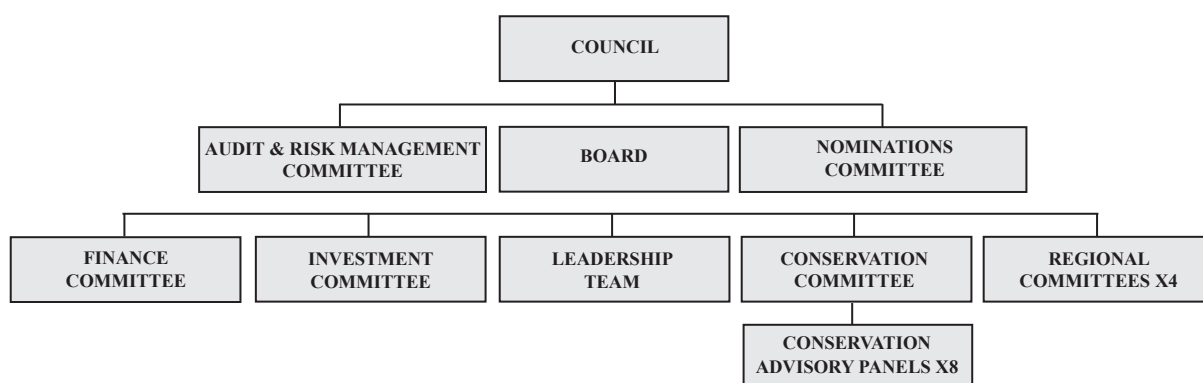
The Trust's strategic aims are set out under five headings:

- **Conservation:** Deliver core conservation work to the standards of our Conservation Principles
- **Access, Enjoyment & Education:** Inspire the widest possible audience to enjoy Trust properties and support our conservation values in line with our Access, Enjoyment & Education Principles
- **Influence & Reputation:** Champion the cause of Scotland's heritage and build awareness of the full range of our activities
- **Organisation & Resources:** Develop our skills, culture and systems to operate more effectively, efficiently and sustainably
- **Financial Sustainability:** To increase our means to provide a financially sustainable future and a reasonable standard of life for our people

The Annual Review contains further information relating to the activities, achievement, future plans and performance of the Trust.

ORGANISATIONAL STRUCTURE

The organisational structure is outlined diagrammatically below:



THE COUNCIL

The Council of the National Trust for Scotland stands at the head of the Trust's governance. Its membership is made up of a President, up to six Vice-Presidents, 50 members elected by the members of the Trust, who are known as the Elected Members, and representatives nominated by societies and public bodies with an interest in the work of the Trust, known as the Representative Members. The identity of the societies and public bodies are reviewed regularly. In accordance with the constitution of the Trust, the number of Representative Members must not exceed the total number of Elected Members. When there are no vacancies to be filled, the number of members of the Council could reach 100. At present the Council has 82 members, 49 of whom are elected. The Council holds a full-day meeting three times a year.

The Council's principal role is to act as the guarantor of the integrity of the Trust's operations. To this end, the Council approves the terms of reference of the Board which has responsibility for the oversight of the running of the Trust. The Council is responsible for monitoring the Board's performance and appoints and can remove office, the non-executive members of the Board. In addition, the Council is responsible for approving the establishment of all other bodies involved in the Trust's governance and the members of, and the terms of reference of, the Nominations Committee and the Audit & Risk Management Committee.

THE BOARD

The Board of the Trust is specifically entrusted with the general responsibility for the oversight of the running of the Trust and the power to make decisions on behalf of the Trust, subject to a requirement to report regularly to the Council on its stewardship. It makes use of a number of committees to advise it on various areas of the Trust's activities and certain responsibilities may be delegated to them. So far as possible, Board members are represented on each of these committees.

THE BOARD'S RESPONSIBILITIES

The National Trust for Scotland Order Confirmation Acts 1935 to 1973 requires that annual financial statements are prepared and audited. The Council of The National Trust for Scotland has directed that the Board will be responsible for the preparation and approval of the financial statements. In having these financial statements prepared, the Board is required to:

- select suitable accounting policies and then ensure they are applied consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Trust will continue in business.

The Board is responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the Trust and enable them to ensure that the financial statements comply with regulations set out in The National Trust for Scotland Order Confirmation Acts 1935 to 1973; Regulation 8 of the Charities Accounts (Scotland) Regulations 2006 and The Charities Accounts (Scotland) Regulations 2006. It is also responsible for safeguarding the assets of the Trust and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Board members appointed during the year were Nora Senior on 1 June 2007 and Donald McDonald on 19 September 2007 both of whom are non-Executive Directors. Michael Hunter and Andrew Bachell were appointed as Executive Directors on 11 June and 3 December 2007 respectively. With these exceptions, members of the board held office throughout the year. Full details of the current members of the Board are listed on page 22.

THE NOMINATIONS COMMITTEE

The Nominations Committee reports directly to the Council but operates independently of the Trust's governance. It identifies and recommends nominees for all appointments to be made by Council including those of the Board members. The Nominations Committee is responsible for the appointments process to the Trust's Board and Committees.

THE AUDIT & RISK MANAGEMENT COMMITTEE

The Audit & Risk Management Committee is a standing Committee of Council, with an independent Convenor, which has been established and operates in accordance with current best practice relating to corporate governance.

The role of the Committee is to assess the integrity of the Trust's financial recording and reporting systems and the effectiveness of its internal controls, risk management systems and internal and external audit functions and to report to Council on its findings.

MANAGEMENT TEAM

THE LEADERSHIP TEAM (from 11 June 2007)

On 11 June 2007, the SMT was replaced by the Leadership Team which has taken over the responsibilities of the SMT and more.

Members of the Leadership Team and Executive Directors of the Board during the period were:

- Mark Adderley, *Chief Executive*
- Andrew Bachell, *Conservation Services & Projects Director (appointed 3 December 2007)*
- Michael Hunter, *Property and Visitor Services Director (appointed 11 June 2007)*
- Lesley Watt, *Finance Director & Trust Secretary (appointed 11 June 2007)*

In addition the following were members of the Leadership Team:

- Sandy Batho, *Director of Human Resources & Change (appointed 24 September 2007)*
- Henk Berits, *Director of Commercial Services & Marketing (appointed 1 July 2007)*
- Dee McIntosh, *Director of Policy & Communications (appointed 15 October 2007)*
- Lorna Stoddart, *Director of Development (appointed 11 June 2007)*

SENIOR MANAGEMENT TEAM (to 11 June 2007)

Prior to 11 June 2007, the responsibility for managing the operations of the Trust in accordance with the Board's policies and for monitoring progress through the monthly and quarterly reporting systems lay with the Senior Management Team (SMT). It reported regularly to the Board.

Members of the Senior Management Team and Executive Directors of the Board during the period were:

- Mark Adderley, *Chief Executive*
- Dr Peter Burman MBE, *Director of Conservation & Property Services*
- Coinneach MacLean, *Deputy Chief Executive, Trust Secretary*
- Lesley Watt, *Finance & Commercial Director*

In addition the following were members of the Senior Management Team:

- Henk Berits, *Marketing Director (appointed 5 March 2007)*
- Steven Callaghan, *North East Regional Director (appointed 26 March 2007)*
- Linda Criggie, *Head of Human Resources*
- Michael Hunter, *West Regional Director*
- Alex Lindsay, *Highlands & Islands Regional Director*
- David McAllister, *South Regional Director*
- Lorna Stoddart, *Director of Development*

PERSONAL DEVELOPMENT AND SUPPORT TO COUNCIL AND BOARD MEMBERS

All members of the Trust's Council and Board receive an induction pack detailing members' roles and responsibilities and are afforded the opportunity of face-to-face briefings. Regular reports are sent to each member including data relevant to any specific role they hold and generic information about the operations of the Trust. Where particularly complex or contentious issues are encountered, members are invited to attend specific briefings. A process of annual evaluation of the performance of the Board at both a corporate and individual level has been implemented.

RELATED PARTIES

The National Trust for Scotland has one wholly owned subsidiary undertaking, The National Trust for Scotland Enterprises Limited, the results of which are consolidated with those of the Trust.

POLICIES

Funds Policy

Unrestricted funds may from time to time be earmarked by the Board as ‘designated’ to meet future specific expenditure and to represent the present capital requirements of the Trust.

In view of the unpredictable nature of some of the Trust’s income, the Board’s current policy is to have available a General Income Fund (GIF) sufficient to meet at least the budgeted costs of six months’ normal operational activity and the estimated costs to be met from the GIF of the major conservation, repair and improvement projects during the succeeding twelve month period. The target minimum amount is reviewed annually. While the Trust does not currently hold this level of GIF, its aim is to generate sufficient funds as soon as possible.

A number of the Trust’s properties held for conservation have been endowed and they have been given to the Trust either by donors or grant-making bodies on the condition that the capital will not be spent. It is the Trust’s policy to seek adequate endowments for all new acquisitions and when circumstances permit to raise funds for those properties that are insufficiently endowed.

Investment Policy

The Trust holds substantial funds for endowments and other restricted and designated purposes and the Board has appointed the Investment Committee to advise on the management and investment of the quoted and property funds.

The investment powers of the Trust are contained in The National Trust for Scotland Order Confirmation Act 1973 allowing investment in ‘...Such stocks, funds, shares, securities and any other investments... as the Council shall, in their absolute discretion, think fit’. Funds are currently invested in UK equities and bonds, cash, overseas investments and property. Martin Currie Investment Management Limited have been appointed as the Trust’s main investment manager, and as such are responsible for the day to day management of the Trust’s listed investments. The Trust also holds directly a commercial property portfolio which is managed by Aberdeen Property Investors UK Operations Ltd. In addition the Trust holds commercial property indirectly through a number of pooled funds. The asset allocation of the quoted and property funds is considered annually.

The objective is to meet income targets approved on an annual basis by the Board and to achieve an increase in the value of the income and investment portfolio in real terms over time, while maintaining prudent diversification of assets. The performance of the portfolio is measured against appropriate benchmarks and reviewed regularly by the Investment Committee and the Board.

RISK MANAGEMENT

The Board is responsible for ensuring that the Trust has effective systems of internal control and risk management and recognises that the management of risk is an integral aspect of all the Trust’s activities. However, such systems can only provide reasonable, rather than absolute, assurance against material failure or loss.

The Trust operates a single consolidated risk register and risk management process. A monthly Risk Management report to the Leadership Team monitors the Trust’s risk management systems and raises awareness and understanding of the risks facing the Trust and how they are being managed. The risk register is on the Leadership Team agenda monthly, and the Board agenda every two meetings for information, with a full review every 6 months. Risks are tracked with a target risk level agreed for risk mitigation over time.

The Trust maintains an Internal Audit Service that regularly reviews areas of the Trust’s operations and reports its findings and recommendations for improvement to the Audit & Risk Management Committee and onwards to Council.

TAXATION

The Trust is a Scottish registered charity and is recognised as such by the Inland Revenue for UK taxation purposes. As a result there is no liability to UK taxation on any of its income or capital gains.

AUDITORS

In accordance with best practice, it was decided to review the appointment of the auditors and an audit tender process was undertaken in early 2008.

The Council, on behalf of the National Trust for Scotland, would like to express its gratitude to Scott Moncrieff and in particular to Audit Partner Gillian Donald for her professional and supportive assistance over many years.

As a result of the tender process, the Council of the National Trust for Scotland recommends that Baker Tilly be appointed as auditors at the Annual General Meeting on 27 September 2008.

Further financial information is contained within the Annual Review.

Approved by the Board and signed on its behalf by:

A handwritten signature in black ink, appearing to read 'Shonaig Macpherson', written in a cursive style.

Shonaig Macpherson CBE, FRSE,
Chairman

18 June 2008

INDEPENDENT AUDITORS' REPORT TO THE BOARD OF THE NATIONAL TRUST FOR SCOTLAND

This report is issued in respect of an audit carried out under section 44 (1) (c) of the Charities and Trustee Investment (Scotland) Act 2005.

We have audited the financial statements of The National Trust for Scotland for the year ended 29 February 2008 set out on pages 8 to 21. These financial statements have been prepared in accordance with the accounting policies set out therein.

This report is made solely to the Board, 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. Our audit work has been undertaken so that we might state to the Board 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 Board as a body, for our audit work, for this report, or for the opinions we have formed.

RESPECTIVE RESPONSIBILITIES OF THE BOARD AND AUDITORS

The responsibilities of the Board for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) are set out in the Statement of Board's Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (United Kingdom and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 8 of the Charities Accounts (Scotland) Regulations 2006. We also report if, in our opinion, the Board Report is not consistent with the financial statements, if the charity has not kept proper accounting records, or if we have not received all the information and explanations we require for our audit.

We read the Report of the Board and consider the implications for our report if we become aware of any apparent misstatements within it.

BASIS OF OPINION

We conducted our audit in accordance with International Standards on Auditing (United Kingdom and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the Board in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

OPINION

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 29 February 2008 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 8 of the Charities Accounts (Scotland) Regulations 2006;
- the information given in the Report of the Board is consistent with the financial statements; and
- we have undertaken the audit in accordance with the requirements of APB Ethical Standards including the APB Ethical Standard - Provisions Available for Small Entities, in the circumstances set out in note 19 to the financial statements.

Scott - Moncrieff

SCOTT-MONCRIEFF
Chartered Accountants
Registered Auditors
17 Melville Street
Edinburgh EH3 7PH

18 June 2008

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

for the year ended 29 February 2008

	<i>Note</i>	RESTRICTED FUNDS		UNRESTRICTED FUNDS			
		Endowment Funds £000s	Other Restricted Funds £000s	Designated Funds £000s	General Funds £000s	Total 2008 £000s	Total 2007 £000s
INCOMING RESOURCES							
Incoming Resources from Generated Funds							
Income from Supporters	2	-	2,157	396	10,189	12,742	10,628
Legacies		-	491	-	2,885	3,376	4,615
Commercial Activities	3	-	2,255	-	7,214	9,469	8,918
Investment Income	4	-	3,476	46	2,549	6,071	4,956
Income from Charitable Activities							
Property Income	5	-	1,984	-	2,877	4,861	5,009
Grants	6	-	6,188	-	907	7,095	6,859
Other Incoming Resources							
Gain on Sale of Fixed Assets		-	320	-	22	342	34
		<u>-</u>	<u>16,871</u>	<u>442</u>	<u>26,643</u>	<u>43,956</u>	<u>41,019</u>
OUTGOING RESOURCES							
Cost of Generating Funds							
Membership and Recruitment		-	-	-	970	970	977
Publicity and Fund Raising		-	567	15	2,576	3,158	3,579
Commercial Activities	3	-	1,725	-	6,452	8,177	8,005
Charitable Expenditure							
Property Operating Expenditure		-	2,852	-	16,084	18,936	16,972
Conservation, Repairs & Improvements	7	-	5,222	-	870	6,092	7,152
Purchase of Property	8	-	65	-	-	65	-
Governance Costs							
		-	-	-	499	499	701
		<u>-</u>	<u>10,431</u>	<u>15</u>	<u>27,451</u>	<u>37,897</u>	<u>37,386</u>
Net Incoming / (Outgoing) Resources		-	6,440	427	(808)	6,059	3,633
Transfers between Funds		2,241	(1,988)	(723)	470	-	-
Unrealised Gains/(Losses) on Revaluations and Disposals of Investment Assets	4	(6,170)	(4,533)	(657)	(606)	(11,966)	9,204
Defined Benefit Scheme							
Actuarial (losses)	21	-	-	-	-	-	(81)
Net returns on assets		-	-	-	-	-	81
Net Movement in Funds		<u>(3,929)</u>	<u>(81)</u>	<u>(953)</u>	<u>(944)</u>	<u>(5,907)</u>	<u>12,837</u>
Opening Fund Balances		79,133	66,453	19,475	4,765	169,826	156,989
Closing Fund Balances		<u>75,204</u>	<u>66,372</u>	<u>18,522</u>	<u>3,821</u>	<u>163,919</u>	<u>169,826</u>

There were no acquired or discontinued activities during the year.

The Notes on Pages 11 to 21 form part of these Financial Statements

CONSOLIDATED BALANCE SHEET

as at 29 February 2008

		2008		Re-classified 2007	
	Notes	£000s	£000s	£000s	£000s
NET ASSETS					
Tangible Fixed Assets	9		21,457		14,365
Investments	6		154,075		167,606
Current Assets					
Stock	10	1,067		962	
Debtors	11	3,834		3,562	
Cash and Bank		3,724		3,501	
		<u>8,625</u>		<u>8,025</u>	
Current Liabilities					
Creditors: Amounts falling due within one year	12	<u>(13,859)</u>		<u>(7,752)</u>	
Net Current (Liabilities)/Assets			<u>(5,234)</u>		<u>273</u>
Total Assets less Current Liabilities			<u>170,298</u>		<u>182,244</u>
Creditors: Amounts falling due after more than one year	13		<u>(6,379)</u>		<u>(12,418)</u>
			<u><u>163,919</u></u>		<u><u>169,826</u></u>
FINANCED BY FUNDS					
Restricted Funds					
Endowments	15	75,204		79,133	
Other Restricted	16	<u>66,372</u>		<u>66,453</u>	
			141,576		145,586
Unrestricted Funds					
Designated Funds	17	18,522		19,475	
General		<u>3,821</u>		<u>4,765</u>	
			22,343		24,240
			<u><u>163,919</u></u>		<u><u>169,826</u></u>

The financial statements were approved by the Board on 18 June 2008 and signed on its behalf by:



Shonaig Macpherson CBE, FRSE,
Chairman

The Notes on Pages 11 to 21 form part of these Financial Statements

TRUST BALANCE SHEET

as at 29 February 2008

		2008		Re-classified 2007	
	Notes	£000s	£000s	£000s	£000s
NET ASSETS					
Tangible Fixed Assets	9		21,457		14,365
Investments	6		154,075		167,606
Current Assets					
Stock	10	105		83	
Debtors	11	3,981		3,785	
Cash and Bank		3,724		3,501	
		<u>7,810</u>		<u>7,369</u>	
Current Liabilities					
Creditors: Amounts falling due within one year	12	<u>(13,078)</u>		<u>(7,096)</u>	
Net Current (Liabilities)/Assets			<u>(5,268)</u>		273
Total Assets less Current Liabilities			<u>170,264</u>		<u>182,244</u>
Creditors: Amounts falling due after more than one year	13		<u>(6,345)</u>		<u>(12,418)</u>
			<u><u>163,919</u></u>		<u><u>169,826</u></u>
FINANCED BY FUNDS					
Restricted Funds					
Endowments	15	75,204		79,133	
Other Restricted	16	<u>66,372</u>		<u>66,453</u>	
			141,576		145,586
Unrestricted Funds					
Designated Funds	17	18,522		19,475	
General		<u>3,821</u>		<u>4,765</u>	
			22,343		24,240
			<u><u>163,919</u></u>		<u><u>169,826</u></u>

The financial statements were approved by the Board on 18 June 2008 and signed on its behalf by:



Shonaig Macpherson CBE, FRSE,
Chairman

The Notes on Pages 11 to 21 form part of these Financial Statements

CONSOLIDATED CASH FLOW STATEMENT

for the Year Ended 29 February 2008

		2008		2007	
	<i>Note</i>	£000s	£000s	£000s	£000s
NET CASH INFLOW FROM OPERATING ACTIVITIES			5,886		4,107
Investing Activities					
Purchase of Assets/new buildings	9	(7,575)		(3,305)	
Receipts from Sales of Assets		347		47	
(Purchase)/Sale of Investments		1,565		(1,085)	
Redemption of Investment Property Loans		-		(1,100)	
			<u>(5,663)</u>		<u>(5,443)</u>
Increase / (Decrease) in Cash			<u>223</u>		<u>(1,336)</u>

NOTES TO THE CONSOLIDATED CASH FLOW STATEMENT

RECONCILIATION OF MOVEMENT IN FUNDS TO NET CASH INFLOW FROM OPERATING ACTIVITIES	<i>Note</i>	2008 £000s	2007 £000s
Incoming Resources		6,059	3,633
Depreciation	9	478	654
Net Gain on Disposal of Assets		(342)	(34)
(Increase)/Decrease in Stock		(105)	72
(Increase) in Debtors		(272)	(1,047)
Increase in Creditors		68	829
Net cash inflow from operating activities		<u>5,886</u>	<u>4,107</u>

RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET FUNDS

Opening Cash Balances as at 1 March		3,501	4,837
Closing Cash Balances as at 29 February		<u>3,724</u>	<u>3,501</u>
Increase/(Decrease) in Cash		<u>223</u>	<u>(1,336)</u>

The Notes on Pages 11 to 21 form part of these Financial Statements

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

(a) Basis of Accounting

The financial statements have been prepared under the historical cost convention as modified by the revaluation of investment properties and the annual revaluation of listed investments to market value, and in accordance with applicable Accounting Standards in the United Kingdom with the Charities and Trustee Investment (Scotland) Act 2005, Regulation 8 of the Charities Accounts (Scotland) Regulations 2006 and Statement of Recommended Practice – Reporting & Accounting by Charities 2005 (SORP).

The results include those of the National Trust for Scotland, and those of National Trust for Scotland Enterprises Limited, the wholly-owned subsidiary of the Trust.

(b) Funds

The summarised movements of funds analysed by category are shown in the Statement of Financial Activities. The National Trust for Scotland's financial statements are a consolidation of over two hundred individual funds. These divide into two legally distinct categories, each with subcategories, which are defined as follows:

Restricted Funds

Restricted funds are funds subject to specific trusts or conditions, which are declared or made by the donor, or with authority of the donor (e.g. an appeal). Restricted funds can be restricted income funds or restricted capital funds. The Statement of Financial Activities identifies two main headings for restricted funds as follows:

Endowment Funds are capital funds where only the income from the invested money can be spent on work at properties. The income arising from these funds is either restricted or unrestricted and is accounted for accordingly in the Statement of Financial Activities.

Other Restricted Funds includes monies raised from specific appeals and legacies given for specific purposes. This also includes reserves created for use at specific properties either from prior year surpluses or from specific donations.

Unrestricted Funds

Unrestricted funds can be used at the discretion of the Board in furtherance of the objects of the Trust. In order to ensure that money is available for specific projects, certain funds are put aside and designated by the Board into separate funds and used accordingly. The Statement of Financial Activities splits unrestricted funds between designated funds and general funds.

Transfers between Funds

Transfers are made between funds to reflect either the allocation of revenue and costs or a designation of funds for a specific purpose. Transfers are effected to ensure that only related investment income and income from each of specific legacies, donations and grants, remain in restricted funds.

(c) Fixed Assets

Administrative offices at Charlotte Square, Edinburgh, are included at market value and are reviewed periodically and re-valued every five years. Other administrative offices are held at cost and not depreciated, as there is a long estimated useful life and the residual value at disposal is expected to be in excess of acquisition cost; a review is carried out annually to confirm the values. No value is put in the accounts on land and other properties held for conservation or on their contents. The costs of material additions to new buildings are capitalised and written off over their estimated useful life.

Depreciation is charged to write off the cost less estimated residual value of other fixed assets over the expected useful life as follows:

Motor vehicles	4 years
Office furniture and equipment	8 years
Computers	4 years
Fixtures and fittings	5 years
Payment entitlements – Single Farm	6 years

(d) Income Recognition

With the exception of subscriptions, income is recognised when the Trust has legal entitlement, there is reasonable certainty of receipt and the income is measurable.

(e) Subscriptions

Annual subscriptions from members are included in full in the year they are received. Life membership subscriptions are recognised in 15 equal instalments over a period of 15 years.

(f) Stock

Stock is stated at the lower of cost and net realisable value. Cost is stated at the purchase price incurred by the Trust. Net realisable value is based on the estimated selling price.

(g) Legacies

Specific legacies are allocated to the relevant properties or funds following the wishes of the testator or their executors. All other legacies are credited to General Funds or other designated funds.

(h) Outgoing Resources

Expenditure is recognised when a liability falls due. Outgoing resources includes the costs of support departments based in Edinburgh which relate directly to the preservation of properties. Where possible, expenditure has been charged directly to charitable expenditure or governance costs. Where this is not possible, the expenditure has been allocated on the basis of time spent by staff on each activity.

- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.
- Cost of generating funds comprises those costs which are associated with the generation of income from sources other than from undertaking charitable activities, and includes fundraising, trading and investment management costs.

(i) Pension Schemes

The Trust operated a defined benefit scheme, which closed on 30 September 2001 and is currently in the course of being wound up. On that date, a defined contribution scheme was introduced through a Group Personal Pension Scheme. Contributions are expensed on a basis that spreads the cost of providing pensions over the employees' working lives with the Trust.

(j) VAT

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

(k) Investments

Investments are shown at market value. Unquoted investments and investment properties are shown at the Board's valuation on advice. Gains and losses are recognised in the period in which they arise.

(l) Finance Leases

Assets obtained under finance leases are capitalised in the balance sheet and depreciated over their expected useful lives.

2. INCOME FROM SUPPORTERS

	Endowment Funds £000s	Other Restricted Funds £000s	Designated Funds £000s	General Funds £000s	Total 2008 £000s	Total 2007 £000s
Membership	-	-	-	9,469	9,469	8,408
Appeals and Donations	-	2,157	396	720	3,273	2,220
	<u>-</u>	<u>2,157</u>	<u>396</u>	<u>10,189</u>	<u>12,742</u>	<u>10,628</u>

3. COMMERCIAL ACTIVITIES

The National Trust for Scotland Enterprises Limited is wholly owned by the Trust and incorporated in Scotland. Its results are consolidated with the results of the National Trust for Scotland. It is responsible for those activities of a commercial nature, such as retailing and catering at properties and the cruises operation, which, unlike most of the Trust's income, does not enjoy exemption from taxation. The company donates the whole of its net contribution to the Trust each year under Gift Aid. At 29 February 2008, the amount due to the Trust was £1,123k (2007: £835k).

The Turnover and Net Contributions to Trust Funds were:

	TURNOVER		COSTS		CONTRIBUTION	
	2008 £000s	Re-classified 2007 £000s	2008 £000s	Re-classified 2007 £000s	2008 £000s	Re-classified 2007 £000s
Retail	3,505	3,481	3,430	3,230	75	251
Catering	2,537	2,285	2,450	2,284	87	1
Holiday Cottages	970	789	555	586	415	203
Cruises	1,429	1,509	1,285	1,454	144	55
Other Income and events	1,028	854	457	451	571	403
	<u>9,469</u>	<u>8,918</u>	<u>8,177</u>	<u>8,005</u>	<u>1,292</u>	<u>913</u>

The re-classification of commercial income and expenditure is to bring the reporting in line with the Trust's monthly operating statements. In particular this relates to plant sales which are now included within the heading of retail (previously other income) and the apartments for rent at Culzean which are now included within other income (previously holiday cottages).

The Net Assets of the company are summarised as follows:

	2008 £000s	2007 £000s
Stock	961	879
Debtors	976	612
Creditors	(814)	(656)
Loan Account with the Trust	(1,123)	(835)
Net Assets	<u>-</u>	<u>-</u>

4. INVESTMENTS AND INVESTMENT INCOME

	GROUP AND TRUST	
	2008 £000s	2007 £000s
Opening Market Value	167,606	157,317
Additions (including Gifted) at Cost	43,802	43,422
Disposal Proceeds	(45,367)	(42,337)
Unrealised (loss) / Gain	(11,966)	9,204
Closing Market Value	154,075	167,606
Less: Bank Loans (Note 13)	(14,803)	(14,803)
Market Value of Net Investments	<u>139,272</u>	<u>152,803</u>
Book Cost of Investments at 29 February	133,269	123,685

The following is a summary of the investments of all the funds of the Trust and the income arising from them:

	CAPITAL MARKET VALUE		INVESTMENT INCOME	
	2008 £000s	2007 £000s	2008 £000s	2007 £000s
UK Equities	77,765	86,979	3,334	2,902
Overseas Investment	23,268	22,313	338	300
Property Investments	29,375	32,025	952	881
Unit Trusts and Open Ended Securities	8,053	10,868	401	331
British Government Stocks	10,376	10,215	512	302
Deposits and Cash	3,707	3,561	457	122
UK Fixed and Variable Interest Stocks	1,531	1,645	77	118
Total Market Value	154,075	167,606	6,071	4,956
Less Bank loans attributable to Property Investments	(14,803)	(14,803)		
Market Value of Net Investments	139,272	152,803		

No individual investment exceeds 5% of the total value of the portfolio. Commercial property Investments have been funded using secured bank loans (see note 13).

5. PROPERTY INCOME

	Endowment Funds £000s	Other Restricted Funds £000s	Designated Funds £000s	General Funds £000s	Total 2008 £000s	Total 2007 £000s
Admissions	-	830	-	1,480	2,310	2,291
Rents	-	554	-	692	1,246	1,352
Other	-	600	-	705	1,305	1,366
	-	1,984	-	2,877	4,861	5,009

6. GRANTS

The National Trust for Scotland received grants from the following bodies:

	2008 £000s	2007 £000s
Scottish Government	2,890	3,445
European Union	1,157	323
Local Authorities and Enterprise Companies	1,088	907
Scottish Natural Heritage	1,073	1,008
Historic Scotland (on behalf of The Scottish Ministers and on the advice of the Historic Buildings Council for Scotland)	416	529
Heritage Lottery Fund (on behalf of National Heritage Memorial Fund)	370	399
Forestry Authority and Millennium Forest Scheme	101	235
National Museums of Scotland	-	13
	7,095	6,859

7. CONSERVATION, REPAIRS AND IMPROVEMENTS

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

	2008 £000s	2007 £000s
Major projects	2,294	3,292
Routine conservation & repairs	3,798	3,860
	<u>6,092</u>	<u>7,152</u>

Major projects vary year on year and as such spend will increase or decrease in accordance with the projects ongoing during each year. Routine expenditure on conservation and repairs was consistent with 2007 at £3.8m.

8. PURCHASE OF PROPERTY FOR PRESERVATION

Purchases of new property and land made during the period were as follows:

	2008 £000s	2007 £000s
Lonbain Cottage, Wester Ross	<u>65</u>	-
	<u>65</u>	-

9. FIXED ASSETS

Group and Trust	Assets under Construction £000s	Admin Offices £000s	Motor Vehicles £000s	Payment Entitlement Single Farm £000s	Office Furniture £000s	Computer Equipment £000s	Fixtures & Fittings £000s	Total £000s
Cost and Valuation								
At 28 February 2007	4,255	9,395	1,631	-	708	1,072	631	17,692
Additions	6,444	-	324	752	-	-	55	7,575
Disposals	-	-	(169)	-	-	-	-	(169)
At 29 February 2008	<u>10,699</u>	<u>9,395</u>	<u>1,786</u>	<u>752</u>	<u>708</u>	<u>1,072</u>	<u>686</u>	<u>25,098</u>
Depreciation								
At 28 February 2007	-	-	1,105	-	708	1,018	496	3,327
Charge for period	-	-	256	113	-	28	81	478
Disposals	-	-	(164)	-	-	-	-	(164)
At 29 February 2008	<u>-</u>	<u>-</u>	<u>1,197</u>	<u>113</u>	<u>708</u>	<u>1,046</u>	<u>577</u>	<u>3,641</u>
Net Book Amount								
At 29 February 2008	<u>10,699</u>	<u>9,395</u>	<u>589</u>	<u>639</u>	<u>-</u>	<u>26</u>	<u>109</u>	<u>21,457</u>
At 28 February 2007	4,255	9,395	526	-	-	54	135	14,365

Although the Culloden Visitor Centre opened to the public on 19 December 2007 work on the centre was not fully completed until after the year end. Accordingly the costs remain in the category of assets under construction and an allocation of the asset amongst the categories will be determined in 2009. The assets for the Burns Birthplace Museum, also included in assets under construction, relate to fees for the project which is due for completion in 2010.

The Trust's Administrative Offices in Charlotte Square, Edinburgh, were last valued as at 28 February 2007 by Rydens Chartered Surveyors on the basis of current use value.

Payment Entitlement represents amounts for the purchase of Single Farm Payments (SFP). These entitlements, when attached to eligible land, allow the owner to claim subsidies for farming and land management.

The Net Book Amount of the Assets held under Finance Lease agreements in the table above is £22,000 (2007: £44,000). Accumulated depreciation at the year end was £66,000 (2007: £44,000) with £22,000 charged in the year (2007: £22,000). Assets held under finance leases and hire purchase contracts are capitalised in the Balance Sheet and written off over their expected useful lives. The interest element of leasing payments represents a constant proportion of the capital balance outstanding and is expended over the period of the lease.

Insurance valuations of land and buildings which are not capitalised in these accounts currently amounts to £1.2 billion.

10. STOCK

	GROUP		TRUST	
	2008 £000s	2007 £000s	2008 £000s	2007 £000s
Stocks for Resale	875	860	-	-
Farm Stocks	105	83	105	83
Raw Materials, Consumables and Work in Progress	87	19	-	-
	<u>1,067</u>	<u>962</u>	<u>105</u>	<u>83</u>

11. DEBTORS

	GROUP		TRUST	
	2008 £000s	2007 £000s	2008 £000s	2007 £000s
Trade Debtors	553	471	553	471
Other Debtors including Tax Recoverable	780	1,565	780	1,565
Prepayments and Accrued Income	2,501	1,526	1,525	914
Amounts due from Subsidiary Undertakings	-	-	1,123	835
	<u>3,834</u>	<u>3,562</u>	<u>3,981</u>	<u>3,785</u>

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	GROUP		TRUST	
	2008 £000s	Re-classified 2007 £000s	2008 £000s	Re-classified 2007 £000s
Trade Creditors	2,810	2,562	2,810	2,562
Other Creditors	1,342	1,614	561	958
Taxation and Social Security	306	301	306	301
Accruals	279	226	279	226
Life Members Account	82	80	82	80
Obligations under Finance Leases	-	29	-	29
Bank loans	9,040	2,940	9,040	2,940
	<u>13,859</u>	<u>7,752</u>	<u>13,078</u>	<u>7,096</u>

The allocations within Bank Loans have been adjusted to ensure the appropriate allocations between amounts falling due within one year and amounts falling due after one year. The prior year figures have been recalculated on this basis.

13. CREDITORS: AMOUNT FALLING DUE AFTER MORE THAN ONE YEAR

	GROUP		TRUST	
	2008 £000s	Re-classified 2007 £000s	2008 £000s	Re-classified 2007 £000s
Between one and two years				
Bank Loans	3,612	6,100	3,612	6,100
Life Members Account	79	74	79	74
Other Creditors	34	-	-	-
Between two and five years				
Bank Loans	2,151	5,763	2,151	5,763
Life Members Account	207	199	207	199
Between five and fifteen years				
Life Members Account	296	282	296	282
	<u>6,379</u>	<u>12,418</u>	<u>6,345</u>	<u>12,418</u>

The allocations within Bank Loans have been adjusted to ensure the appropriate allocations between amounts falling due within one year and the categories between one and five years.

Bank Loans: Bank loans referred to in notes 12 & 13 were taken out to support the purchase of certain property investments. The loans are secured independently against specific properties, analysed in the table below.

	GROUP AND TRUST			
	Loan Amount 2008 £000s	Loan % £ to Market Value	2007 £000s	2007 %
Cambrian Way Shopping Centre, Carmarthen	2,790	40.6	2,790	38.5
Nurseries Portfolio	2,265	50.9	2,265	50.9
Dewsbury Road, Leeds	2,110	55.5	2,110	47.2
Lowfields, Elland	1,860	64.7	1,860	55.9
Hounstone Business Park, Yeovil	1,347	45.7	1,347	41.4
North Street, Glenrothes	1,200	46.2	1,200	42.9
National Park, Leeds	1,191	55.4	1,191	51.8
Croset Avenue, Huddersfield	1,080	52.0	1,080	45.5
Westpoint, Manchester	960	60.0	960	53.3
	<u>14,803</u>	<u>50.4</u>	<u>14,803</u>	<u>48.5</u>

14. ANALYSIS OF NET ASSETS AMONG FUNDS

The Fund Balances at 29 February 2008 are represented by:

	Endowment Funds £000s	Restricted Funds £000s	Designated Funds £000s	General Funds £000s	Total £000s
Tangible Fixed Assets	-	10,699	10,119	639	21,457
Investments Net of Bank Loans	75,204	54,317	7,145	2,606	139,272
Net Current Assets	-	1,356	1,258	1,192	3,806
Creditors due in more than one year	-	-	-	(616)	(616)
At 29 February 2008	<u>75,204</u>	<u>66,372</u>	<u>18,522</u>	<u>3,821</u>	<u>163,919</u>
At 28 February 2007	79,133	66,453	19,475	4,765	169,826

15. ENDOWMENT FUNDS

The following Endowment funds individually exceed 5% of the total of such funds:

PROPERTY	2007 £000s	Incoming Resources £000s	Resources Expended £000s	Changes in Market Value £000s	2008 £000s
Mar Lodge Estate	15,800	1,266	(558)	(1,232)	15,276
Newhailes	8,481	300	(300)	(662)	7,819
Threave	4,915	173	(173)	(383)	4,532
Fyvie Castle	4,234	149	(149)	(331)	3,903

16. OTHER RESTRICTED FUNDS

The Trust has in excess of 100 specifically restricted funds other than endowments and property reserves. The following funds individually exceed 5% of the total of such funds.

FUND NAME	2007 £000s	Incoming Resources £000s	Resources Expended £000s	Changes in Market Value £000s	2008 £000s
Under Endowed Properties	4,947	1,060	(174)	(390)	5,443

17. DESIGNATED FUNDS

The following designated funds individually exceed 5% of the total of such funds:

FUND NAME	2007 £000s	Incoming Resources £000s	Resources Expended £000s	Changes in Market Value £000s	2008 £000s
Tangible Fixed Asset Funds	9,395	-	-	-	9,395
Committed Maintenance Fund	4,641	164	(164)	(356)	4,285
E C Hendry Bequest	2,195	77	(77)	(172)	2,023

Details of the tangible fixed asset funds are contained in note 9.

18. AUDITOR'S REMUNERATION

Remuneration for the 12 months to 29 February 2008 was £28,650 (2007: £34,000) for audit services and £18,016 for non-audit services (2007: £12,156).

19. NON-AUDIT SERVICES

In common with many other organisations of a similar size, the Trust's auditors prepare and submit returns to the tax authorities. In addition, the business consultancy division provided a report on the current state of the Trust's I.T systems, recommendations for improvement and a technical solution to problems with the production of financial reports.

20. REMUNERATION OF COUNCIL MEMBERS AND EMPLOYEES

No remuneration has been paid to members or former members of Council in respect of their duties as Council members. Expenses totalling £21,491 (2007: £13,430) were reimbursed to 33 (2007: 39) Committee, Board and Council Members.

The average number of full time equivalent employees, on permanent and fixed term contracts, was 460 (2007: 455). The average number of seasonal employees was 592 (2007: 566). Details of staff costs and emoluments for the year are as follows:

	2008		2007	
	Permanent Staff £000s	Seasonal Staff £000s	Permanent Staff £000s	Seasonal Staff £000s
Gross Pay	10,469	3,487	9,921	3,054
Employers NI	999	137	961	124
Employers Pension	593	16	574	16
	<u>12,061</u>	<u>3,640</u>	<u>11,456</u>	<u>3,194</u>

The numbers of employees whose annual emoluments were above £60,000 were:

	2008		2007	
	Number of Employees	Employers Pension Contribution	Number of Employees	Employers Pension Contribution
Between £60,000 and £69,999	3	£17,530	2	£13,824
Between £70,000 and £79,999	1	£3,055	-	-
Between £80,000 and £89,999	2	£13,200	-	-
Between £90,000 and £99,999	2	£11,720	2	-
Between £130,000 and £139,999	-	-	1	£703
Between £170,000 and £179,999	1	£12,978	-	-

21. THE NATIONAL TRUST FOR SCOTLAND PENSION SCHEMES

The Trust now operates a defined contribution group personal pension scheme for employees. This scheme was established on 1 October 2001 and is administered by Standard Life. Prior to that date, the Trust operated a defined benefit scheme. The defined benefit scheme is currently being wound up and members have been offered the opportunity to transfer their benefits to the defined contribution scheme.

Defined Contribution Scheme

Total pension contributions paid during the year were £837,257 (2007: £849,544) to the defined contribution scheme.

Defined Benefit Scheme

A formal actuarial valuation was undertaken on 1 November 1999 using the projected unit method. This valuation showed that the total market value of assets was £15,775,000 and that this represented 130% of the value of benefits that had accrued to members after allowing for expected future increases to earnings. The main assumptions used for the valuation were as follows:

Discount rate for valuing liabilities	
Pre-Retirement	6.5% pa
Post-Retirement	5.0% pa
Increases to Pensionable Salaries	4.0% pa
Price Inflation	2.5% pa

The liabilities of the Pension Fund as at 28 February 2007 and 29 February 2008 have been assessed by valuing the benefits that could have been purchased at that date from the insurance company with whom the assets of the Scheme have been placed pending wind up. The liabilities have therefore been valued using the financial assumptions that would have been used by the insurance company had the Scheme been wound up on either of these two dates. As such, the liabilities are equal to the estimated value of the assets of the Scheme. It should be noted that the value placed on the liabilities does not allow for the benefits to be secured in full.

The expected long-term rates of return and market values of the assets which are all held in bonds were:

	2008		2007		2006	
	Expected Long Term Rate of Return	Market Value £000s	Expected Long Term Rate of Return	Market Value £000s	Expected Long Term Rate of Return	Market Value £000s
Bonds	6.55%	15,596	5.15%	15,923	4.75%	16,408
Present Value of Scheme Liabilities	-	(15,596)	-	(15,923)	-	(16,408)
		<u>-</u>		<u>-</u>		<u>-</u>

Since the defined benefit scheme is closed and the Pension Scheme Trustees consequent decision to proceed to wind up, the Trust has been in discussion with the Scheme Trustees regarding its obligations to meet any statutory debt. An actuarial assessment on 12 July 2004 estimated that there would be no statutory debt in winding up at that date in terms of the debt regulations that applied when the Plan was put into wind up on 26 November 2001 and no such debt would have arisen at 29 February 2008. Such a debt may however arise and increase in future depending on movements in the value of the scheme's assets or liabilities until the scheme is formally wound up.

There were no pension charges in the year in respect of the Defined Benefit Plan.

	2008 £000s	2007 £000s	2006 £000s
Analysis of amount in Statement of Financial Activities (SoFA)			
Actual Return less expected return on Pension Scheme Assets	(870)	(988)	1,226
Experience Gains and Losses arising on the Scheme Liabilities	870	1,069	(71)
Change in Assumption Underlying the Present Value of the Scheme Liabilities	-	-	(526)
Actuarial / gain to be recognised in SoFA	<u>-</u>	<u>81</u>	<u>629</u>
Movement in (Deficit) during year			
Opening Deficit in Scheme	-	-	(563)
Actuarial Losses	-	(81)	(66)
Net Return on Assets	-	81	629
Closing Deficit in Scheme	<u>-</u>	<u>-</u>	<u>-</u>

22. COMMITMENTS

At 29 February 2008, the Group had the following commitments:

	£
• In respect of cruise holiday charter fees	1,085,000
• In respect of the building project at Culloden	610,072
• In respect of the building for Burns Birthplace Museum	191,536

23. DERIVATIVES

The Trust has entered into a number of interest rate swaps to limit its exposure to rising interest rates in respect of floating rate loans amounting to £14,803,000 (see note 13) used to finance purchases in investment properties. At the balance sheet date, £10,812,000 of interest rate swaps were held in order to fix the interest rates payable. Interest rates on these swaps vary between 4.91% and 5.30% with termination dates ranging between November 2008 and January 2010.

24. RELATED PARTY TRANSACTIONS

The Trust has considered the disclosure requirements of the Statement of Recommended Practice – Reporting & Accounting by Charities 2005 (SORP), and of FRS 8. The Trust facilities are used by connected parties on a commercial basis and the Trust believes that only the following related party transactions require disclosure:-

Dick Balharry is Chairman of the John Muir Trust and an Elected Member of Council. The Trust paid two contributions totalling £8,231 to the John Muir Trust in the year as payment towards legal fees relating to the Beaully-Denny Public enquiry.

Marjorie Connell is an Elected Member of Council whose spouse is a Partner of the Law Firm Turcan Connell which has provided staff on secondment to the Trust.

The President, the Duke of Buccleuch and Queensberry is Chairman of the Buccleuch Group of companies which hold a controlling stake in Alba Trees Ltd. Alba Trees Ltd has been a supplier of trees to a number of Trust properties.

Dennis Dick, a Representative Member of Council until June 2007, is Chairman of the Scottish Wildlife Trust which received payment of £330 in the year in respect of services provided at Culzean Castle.

Tom Duff, an Elected Member of Council, is a partner in the architectural practice of LDN Architects LLP, which is assisting the Trust with projects at Threadneedle Street, Peterhead and Newhailes. Payments received in the year by LDN Architects LLP were £24,782. No creditor was outstanding at year end. He has no personal involvement in this project. He is however helping a partnership of four charities – one of which is the Trust – in their attempt to save the former Glen o’ Dee Sanatorium in Banchory. His appointment was originally with one of the other trusts and predates his election as Member of Council.

Hilary Graham is a Representative Member of Council whose spouse works for Pickeverard who are consultants to the contractor who has built the new Visitor Centre at the Culloden Memorial Battlefield.

Keith Griffiths is a Trustee of the John Muir Trust and a Representative Member of Council. The Trust paid two contributions totalling £8,231 to the John Muir Trust in the year as payment towards legal fees relating to the Beaully-Denny Public enquiry.

Beryl Leatherhead is a Representative Member of the Trust’s Council and represents the Mountaineering Council of Scotland (MCofS). The MCofS rent a property from the Trust at the Old Granary building in Perth and pays the Trust £8,000 per annum, no amounts were outstanding at the year end.

The Chairman, Shonaig Macpherson retired from the Strategic Board of the Scottish Government at the end of August 2007 and remains a trustee of the Robertson Trust which was a major donor to the Culloden visitor centre project. In addition, she is also a member of the Princes Trust Council who carry out some joint work with the Trust.

Dennis Mollison is a Trustee of the John Muir Trust and Member of Council. The Trust paid two contributions totalling £8,231 to the John Muir Trust in the year as payment towards legal fees relating to the Beaully-Denny Public enquiry.

Jenny Mollison, an Elected Member of Council, is a tenant of grazings at Inveresk Lodge and pays the Trust £280 per annum, of which, £70 was outstanding at year end.

Professor Michael Moss, an Elected Member of Council, is a member of the Lord Chancellor’s Advisory Council and Non-Executive Director of the National Archives of Scotland that, amongst its duties, allocates manuscripts in lieu of tax and gives advice about “Freedom of Information” requests which can include information that relates to heritage.

Diana Murray, an Elected Member of Council, is Chief Executive of the Royal Commission on the Ancient and Historical Monuments of Scotland (RCAHMS). In the year RCAHMS undertook survey work in partnership with the Trust at Balmerino, Craigievar and on St Kilda. No payments were made to RCAHMS by the Trust for this work. Two members of staff at RCAHMS – Jack Stevenson and Simon Green, serve on the Trust’s specialist committees. No remuneration is received for this work.

Dr Jeffrey Stone, an Elected Member of Council, is Chairman of the St Kilda Club, an independent registered charity and limited company which donates funds towards projects of its choosing on St Kilda.

Ray Taylor, a Representative Member of Council, is a Trustee of the Scottish Wildlife Trust which received payment of £330 in the year in respect of services provided at Culzean Castle

Andrew Wright, a member of the Conservation Committee, was in receipt of the total sum of £3,875 for undertaking the preparation of conservation plans for Inverewe House and Canna House. This work had been commissioned by the Trust in August 2006.

BOARD MEMBERS

Non-executive Members

Shonaig Macpherson CBE, FRSE *Chairman*
Major General John Barr CB, CBE
Professor Roger Crofts CBE
Nora Senior (*appointed 1 June 2007*)
Alison Loudon
Professor Michael Moss
Jessica Pepper
Dr Lawrence Rolland
Andrew Salvesen
Donald McDonald (*appointed 19 September 2007*)

Executive Members and Leadership Team Members

Mark Adderley, *Chief Executive*
Andrew Bachell, *Conservation Services & Projects Director (appointed 3 December 2007)*
Michael Hunter, *Property and Visitor Services Director (appointed 11 June 2007)*
Lesley Watt, *Finance Director & Trust Secretary (appointed 11 June 2007)*

LEADERSHIP TEAM MEMBERS

(In addition to the above Executive Directors of the Board)

Sandy Batho, *Director of Human Resources & Change (appointed 24 September 2007)*
Henk Berits, *Director of Commercial Services & Marketing (appointed 1 July 2007)*
Dee McIntosh, *Director of Policy & Communications (appointed 15 October 2007)*
Lorna Stoddart, *Director of Development (appointed 11 June 2007)*

COMMITTEE CONVENORS

Professor Roger Crofts, *Conservation Committee*
Christopher Fletcher, *Finance Committee*
Barbara Kelly, DBE, *Nominations Committee*
Richard Martin, *Investment Committee*
Donald Turner, *Audit & Risk Management Committee (resigned on 12 June 2007)*
Frank Hitchman, *Audit & Risk Management Committee (acting since 12 June 2007)*

CONSERVATION ADVISORY PANELS CONVENORS

Professor Richard Fawcett, *Convenor of the Archaeology Panel*
Simon Green, *Convenor of the Architecture Panel*
Professor Michael Moss, *Convenor of the Archives & Libraries Panel*
Professor Jeff Maxwell, OBE, *Convenor of the Countryside and Nature Conservation Panel*
The Hon Michael Shaw, *Convenor of the Economic Development and Communities Panel*
Robin Watson, *Convenor of the Education and Interpretation Panel*
Dr David Chamberlain, *Convenor of the Gardens and Designed Landscapes Panel*
Fiona Walker, *Convenor of the Interiors and Collections Panel*

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