



National  
Trust



National Trust  
Annual Report 2017/18

# The National Trust in brief

## What is the National Trust?

We are a charity founded in 1895 by three people who saw the importance of our nation's heritage and open spaces and wanted to protect them for everyone to enjoy. More than 120 years later, these values are still at the heart of everything we do. We look after special places throughout England, Wales and Northern Ireland for ever, for everyone.

We look after coastline, forests, woods, fens, beaches, farmland, moorland, islands, archaeological remains, nature reserves, villages, historic houses, gardens, mills and pubs. We restore them, protect them and open them up to everyone. For the Trust, conservation has always gone hand-in-hand with public access. We welcome everyone to explore:

- 780 miles of coastline
- Over 248,000 hectares of land
- Over 500 historic houses, castles, ancient monuments, gardens and parks and nature reserves

Many of our properties are unable to fund their own permanent preservation. The cost of caring for them is high: our overall conservation expenditure on property projects, conservation repairs and conservation of contents was £138 million in 2017/18 (see page 41). Most of our property is held inalienably, so it cannot be sold or developed against our wishes without the consent of Parliament.

We rely on the support of our members, donors and volunteers, as well as income from grant-making bodies and commercial activities such as retail and catering, to look after the places in our care.

This Annual Report and our 2017/18 Impact Review can also be viewed online at [www.nationaltrust.org.uk/features/annual-reports](http://www.nationaltrust.org.uk/features/annual-reports). The Impact Review outlines our achievements over the year and summarises our financial position.

The National Trust for Places of Historic Interest or Natural Beauty is a registered charity (no. 205846). It is incorporated and has powers conferred on it by Parliament through the National Trust Acts 1907 to 1971 and under the Charities (National Trust) Order 2005.

The Trust is governed by a Board of Trustees whose composition appears on page 65. A brief description of the Trust's organisation is given on pages 22 to 26. Our bankers, investment advisers and independent auditors are identified on page 62 and the contact details for our principal offices are listed on page 87.

This Annual Report has been prepared by the Board of Trustees and covers the period March 2017 to February 2018.

# Contents

<b>Message from the Chair and Director-General</b>	<b>2</b>
<b>Board of Trustees' report for 2017/18</b>	<b>3</b>
<b><i>Playing our part</i> – our strategy to 2025</b>	<b>4</b>
<b>Our performance 2017/18</b>	<b>5</b>
Looking after the places in our care	6
Restoring a healthy, beautiful natural environment	8
Helping look after the places where people live	9
Creating experiences that move, teach and inspire	10
Growing support for what we do	12
Resources and skills	15
<b>Financial review</b>	<b>17</b>
<b>Administration and management</b>	<b>22</b>
<b>Structure and internal control</b>	<b>22</b>
<b>Annual report of the Council 2017/18</b>	<b>27</b>
<b>The Financial Statements 2017/18</b>	<b>28</b>
Consolidated statement of financial activities	28
Balance sheet	29
Consolidated cash flow statement	30
Notes to the Financial Statements	31
Independent auditors' report to the Trustees of the National Trust	60
The Trust's advisers	62
<b>Glossary of financial, property and fund terms</b>	<b>63</b>
<b>Operating margin</b>	<b>64</b>
<b>Governance of the National Trust</b>	<b>65</b>
Membership of the Board of Trustees, the Council, Committees and Executive Team	65
2017 Annual General Meeting	67
<b>Year on record</b>	<b>69</b>
Acquisitions of properties, works of art and other objects	69
Visiting figures	71
Grants and donations	73
Supporter groups	76
Legacies	78
<b>Contact details</b>	<b>87</b>

# Message from the Chair and Director-General

## We are delighted to present the 2017/18 Annual Report.

During 2017/18 we said farewell to our Director-General, Dame Helen Ghosh, who oversaw a period of great growth and the establishment of a long-term strategy describing our ambitions to 2025. We start this report by thanking Helen for all she did during over five years at the helm.

2017/18 was another 'best year ever'. Our report charts record numbers of members and visitors. This has been a trend over a number of years, and such success enables us to further our charitable core purpose of conservation and access.

Our number one priority is looking after our special places. During 2017/18 we invested £138 million on major projects such as the £5.4 million roof conservation project at The Vyne in Hampshire, to secure the building and its collections, a project that also provided an opportunity to introduce new and imaginative interpretation. We also continued the programme of investment in our residential estate, designed to ensure all our many cottages and other small dwellings are maintained to the standards expected of the National Trust.

While looking after our special places will continue to be the cornerstone of our work, our strategy called *Playing our part* describes other ambitions, including a healthier, more beautiful natural environment; better experiences at our places that move, teach and inspire; and stronger connections between local people and the local places special to them.

We had a number of successes during the 2017/18. At Malham Tarn in North Yorkshire we began piloting a scheme that sees farm tenants rewarded for farming in ways that enhance nature. As part of an important relationship with the RSPB, little terns were reintroduced at Blakeney in Norfolk and we acquired 81 hectares (200 acres) of land at Tughall Mill in Northumberland. Our ownership there is already making a difference – almost 500 Arctic terns and four internationally threatened little terns fledged thanks to a 24-hour watch by our rangers against predators.

Our programme to create experiences that move, teach and inspire visitors continues to progress, and with further increases to the number of curators during the year we will be doing more in future years.

In 2017/18 we launched our first year of national public programming where a number of properties staged sometimes challenging interpretations in commemoration of the partial decriminalisation of homosexuality in 1967. As part of our Trust New Arts programme landscape artist Daan Roosegaarde explored the power and poetry of water with *Waterlicht*, a stunning display utilising modern technology staged in Winnats Pass in the Peak District. At Nostell in West Yorkshire, the team used the 300th anniversary of the famous longcase clock devised by locally born inventor John Harrison to inspire a year-long programme of exhibitions.

The Trust's involvement with the establishment of an independent charity in Newcastle to run the city's parks and allotments was part of a series of pilot schemes the Trust has been running to determine how best the Trust can help connect people with the local places that are special to them. We anticipate this part of our work will grow as part of our ambition to be relevant to more people.

As ever we end by thanking you. Perhaps the most important statistic in this report is the fact we now have over 5 million members for the first time in our history. This landmark provides further evidence of the importance of our work in people's lives. We thank all of you for your support – our members, other visitors, our staff, volunteers, the Trust Council, Regional Advisory Boards, specialist Advisory Groups, our Centres and Associations, partners and donors. We simply couldn't do what we do without you.



Photography © National Trust/Tony Gill

A handwritten signature in black ink, appearing to read 'Tim Parker'.

**Tim Parker**  
Chair  
25 July 2018



Photography © Steve Haywood

A handwritten signature in black ink, appearing to read 'Hilary McGrady'.

**Hilary McGrady**  
Director-General  
25 July 2018

# Board of Trustees' report for 2017/18

**We start by echoing the Chair and Director-General's thanks to Dame Helen Ghosh for her outstanding contribution as our Director-General. She left the Trust in excellent shape and as ambitious for the future as ever.**

Helen's departure meant that during the year we were faced with the Board's most important task – identifying the next Director-General. We were delighted to appoint Hilary McGrady, our former Chief Operating Officer, who, with 12 years' experience at the Trust, knows the organisation inside out. She is passionate in her commitment to our work and will provide the right balance of continuity and challenge for the next chapter of the Trust's history.

The passing of the 5 million membership ambition during the year was a remarkable achievement. It is this incredible level of support that enables us to invest in our charitable cause with confidence. We would like to thank everyone who has contributed to our success. In the meantime, we will re-double our efforts in the few areas we have not met our targets.

Initiatives such as *Saving Our Magnificent Meadows*, described in this report, underline the importance of partnership working. The Board is indebted to organisations such as the Heritage Lottery Fund (HLF). Since its foundation in 1994, the HLF has provided grants totalling over £107 million and match funding of over £230 million. We simply wouldn't have been able to do what we have without this support and that of other partners.

Despite continued overall good performance, we have not met all our targets and will re-double our efforts where this is so.

In 2017, like many other heritage organisations, we commemorated the partial decriminalisation of homosexuality 50 years ago by telling the stories of a small number of properties where there was an authentic link. Our programme was not welcomed by all but we were gratified by the level of support we received and by the dialogue our programme helped generate. For 2018, a century after the 1918 Representation of the People Act, we launched our *Women and Power* national public programme in which we'll be joining many other museums, cultural organisations, the media and Parliament to tell stories that celebrate this important moment in our nation's history.

The Board and our new Director-General remain committed to its strategy *Playing our part*, and progress is described in this report. We have learned much during the early years of its implementation, particularly about how best to help connect people with the special places where they live.

There is much to be done, particularly in urban areas, and in engaging a wider range of visitors with our work, a theme to which we are giving more consideration as part of our ambition to deliver public benefit for everyone. It is clear that, as in so many aspects of our work, partnership working will be key. So too will be influencing the Government and other decision-makers in protecting and promoting the conservation of, and access to, special places across England, Wales and Northern Ireland.

We commend this report to you. The Trust's work is never done. The key is to ensure we have a strategy rooted in our core purpose and to deliver on that strategy while always thinking about the next chapter. We believe we are delivering on that challenge.

# Playing our part – our strategy to 2025

**Our 21st-century ambition is to meet the needs of an environment under pressure, and the challenges and expectations of a fast-moving world. We want to continue to maintain the highest standards of care for everything we look after, while working in a way that feels relevant and necessary to people and their day-to-day lives.**

**We provide access to extraordinary places and want to make sure that people can experience them in ways that deepen their understanding and engagement, and inspire them to want to look after them, now and in the future. To enable us to do this, we plan to equip everyone in the Trust with the skills and resources they need to do their jobs with ease and confidence, and to feel proud of our work.**

**Our strategy explains how we will do that. We will:**

## **Look after the places in our care by:**

- reducing our conservation backlog and funding our annual conservation needs;
- reducing energy use by 15%<sup>1</sup> and sourcing 50% of energy from renewables by 2020/21.

## **Play our part in restoring a healthy, beautiful natural environment by working on our own land and with our tenants in order to:**

- make sure all of our designated wildlife sites are in good ecological condition;
- restore 25,000 hectares (nearly 100 square miles) of new wildlife habitats;
- maintain the condition of soils, water and wildlife across all of our land;
- support and promote nature-friendly farming.

## **Create experiences of our places that move, teach and inspire by:**

- providing a great experience and high standard of service, presentation and interpretation at all the places we look after;
- offering a more dynamic, relevant and engaging experience of heritage and the outdoors – for all ages and needs.

## **Help look after the places where people live by:**

- finding new solutions for managing local parks and urban green space;
- helping people to improve the care of and access to local heritage.

Our staff, volunteers, members, donors, supporters and partners will all help us to achieve this, and over the coming years we will continue to increase our relevance and accessibility to people from all kinds of interests and backgrounds.

<sup>1</sup>In 2017/18 the target of reducing energy consumption by 20%, relative to 2009 usage, by 2020/21 was reviewed and considering increased increasing visitors and longer opening hours, the target was reset to a 15% reduction in consumption by 2020/21.

# Our performance 2017/18

The Trust measures progress with the implementation of our strategy using a range of Key Performance Indicators (KPIs). This year's performance results are described in the table below.

In 2017/18 two new KPI measures were introduced to monitor the quality of our visitors experiences; to track the quality of service visitors' receive and to capture the strength of emotional engagement their visit has on them.

To measure progress against our objective of Restoring a healthy, beautiful, natural environment we have introduced four new measures (see below). We have also added fundraising income as an additional measure under Growing our support.

Measures of success	14/15 Actual	15/16 Actual	16/17 Actual	17/18 Target	17/18 Actual	18/19 Target
<b>Looking after the places in our care</b>						
CPI – properties reporting a static or improved score (%) <sup>2</sup>	83	87	87	rebaselined	n/a	85
Energy reduction (%) <sup>3</sup>	7	6	8	11	5	11
<b>Creating experiences that move, teach and inspire</b>						
Overall service (%) <sup>4</sup>	n/a	n/a	67	68	61	62
Emotional impact (%)	n/a	n/a	n/a	20	16	17
Visitor numbers (m)	21.3	22.5	24.5	24.8	26.6	27.4
<b>Growing our support</b>						
Membership numbers (m) <sup>5</sup>	2.09	2.22	2.31	2.38	2.46	2.55
Membership retention (%)	85.71	86.3	85.4	85.6	85.4	85.5
Fundraising income (£m)	85.3	81.7	91.1	91.5	83.2	94.3
Volunteer recommendation (%) <sup>6</sup>	64	64	64	65	61	61
<b>Resources and skills</b>						
Operating Margin (%) <sup>7</sup>	17.2	19.0	19.9	18.7	20.7	21.4
Overall staff satisfaction (%) <sup>8</sup>	58	59	61	61	59	59
<b>Restoring a healthy, beautiful natural environment</b>						
Improve ASSI/SSSI/Priority Habitat condition <sup>9</sup>					baseline	43%
Priority Habitat created or restored (ha) <sup>10</sup>				baseline	3,709	4,775
National Trust land meeting High Nature Status (%) <sup>11</sup>				baseline	37	38
Number of minimum standard failures <sup>12</sup>				baseline	119	106

<sup>2</sup> The Conservation Performance Indicator (CPI) is used to measure how well we are putting conservation into practice at our properties. In 2017 we introduced common objectives to our CPI model so scores were re-baselined and there is neither target nor actual to report an improved or static score.

<sup>3</sup> In 2017/18 the target of reducing energy consumption by 20%, relative to 2009 usage, by 2020/21 was reviewed. Considering increased numbers of visitors and longer opening hours, the target was reset to a 15% reduction in consumption by 2020/21.

<sup>4</sup> In 2017/18 two new measures were introduced to monitor the quality of our visitors' experiences: Overall Service – the proportion of visitors who rate the service they received at our properties as excellent; and Emotional Impact – the proportion of visitors who strongly agree that the visit had an emotional impact on them.

<sup>5</sup> Actual number of members at the end of the year was 5,214,323.

<sup>6</sup> Our volunteer recommendation score is the percentage of volunteers that would strongly recommend the National Trust as a place to volunteer.

<sup>7</sup> Operating Margin is total ordinary income less total ordinary expenditure, expressed as a percentage of total ordinary income.

<sup>8</sup> The score for staff satisfaction is a percentage based on the proportion of respondents 'strongly agreeing' with the relevant statements in the staff survey.

<sup>9</sup> Improving condition of ASSI/SSSI/Priority Habitat with a measure that all nationally/internationally significant CPI features will score 'high or very high' condition by 2025.

<sup>10</sup> Creating or restoring 25,000 hectares (61,777 acres) of Priority Habitat by 2025 – classified as either 'Complete' or 'Underway' – recognising the timeframes for habitats to reach desired end state.

<sup>11</sup> Ensuring that 50% of our land is of a High Nature Status by 2025 based on a measure of the percentage of land area scoring 1 or 2 in the Land Condition Assessment (LCA).

<sup>12</sup> All our land meeting basic minimum standard with a measure to eliminate all minimum standard failures, scores of 5 in the LCA, by 2025.

# Looking after the places in our care

## Our conservation assets

Conservation is at the heart of our strategy, whether this is looking after our archaeology, buildings, collections, landscapes, gardens, habitats, species or natural resources. Our Conservation Performance Indicator (CPI) supports this by helping us understand, prioritise and track the impact of our interventions in the careful management of change.

For each of our properties, the CPI helps us to identify what is important in conservation terms across the huge range of all the cultural and natural conservation assets we look after. We group these into CPI features which are then reviewed annually for knowledge (our understanding of the asset) and condition. This tells us how we are doing and where we need to deliver conservation actions, which are also captured so that they can be planned and budgeted for in our annual business planning process.

Our national CPI analysis looks at trends within each region and conservation asset category, and identifies key influences, successes, areas of difficulty and performance over time – which can inform our strategic priorities. The whole process is grounded in knowing and measuring the condition of our most significant assets across a property from a conservation perspective.

In 2017 we rolled out a new CPI process across all our regions and countries which transformed the way in which we measure conservation performance. We introduced standardised objectives, and a more structured scoring approach and technical guidance, setting the baseline which we will use to prioritise investment, monitor the condition of our assets and our progress in conserving them. The new methodology includes objectives on knowledge and condition for each conservation discipline.

Our KPI targets track:

- The percentage of properties to have completed CPI reviews. The target is 100%.
- The number of properties reporting a static or improving CPI condition score, compared to the previous year. The target for 2018/19 is 85%.<sup>13</sup>

The hard work of staff across the organisation has enabled us to complete all 381 planned reviews for 2017.

In 2018 we delivered some major conservation projects. We finished the roof project at Killerton in Devon, the paddlewheel on the wind pump at Wicken Fen in Cambridgeshire and the restoration and re-hanging of the Trust's largest tapestry – one of the world-famous Gideon tapestries at Hardwick Hall in Derbyshire.

Our Collection Conservation Prioritisation (CCP) process captures collections conservation projects across our properties, with around £5 million worth of work identified across 65 projects. This has improved our budget planning process. We aim to spend £3 million per year on collections conservation alone. We will continue to fundraise for a programme of remedial work that can be carried out by our own conservators at our Textile Conservation Studio at Blickling in Norfolk and at our state-of-the-art Conservation Studio at Knole in Kent and with the use of freelance specialist conservators.

In 2017 we completed our Land Condition Assessments which we are using to support our Estate Management Plans. These assessments have provided more detail on the condition of our soils and water and the landscape-scale activities on our land, including the impact that activity beyond our boundaries is having on the condition of our land.

We continue to provide a national overview of prioritisation of works and funding to tackle the backlog of repairs to our buildings through our residential let estate programme and our ten-year pipeline for major buildings. We have also allocated £46.6 million to cyclical maintenance plans.

<sup>13</sup> 2017 was the baseline year following the roll-out of the new Standard Objectives approach. As such, results cannot be compared to 2016 so we could not report the proportion of CPI properties showing a static or improved score. We will be able to begin this part of the analysis this year, in 2018.



## Environmental management and energy – reducing our environmental impact

The health of the environment has suffered from decades of misuse and is under pressure from climate change. As the nation's largest landowner, we are committed to playing a leading role in finding and promoting solutions. This applies to how we manage our land, but it also relates to all our business and visitor management activities of which we have seen a significant growth in both members and visitors over the last two years.

Our Environmental Management System (certified to the Green Dragon standard<sup>14</sup>) continues to ensure we are meeting our environmental policy commitments and are continually improving our environmental performance across key areas – energy, water, waste and travel. To mitigate our impacts on climate change, energy reduction continues to be a priority for the Trust, and we have worked hard to better understand and reduce our energy demand. This year we undertook an in-depth analysis of the energy efficiency opportunities available to us that are appropriate for our properties, and mapped out the savings from these. Alongside the savings, we recognised the impact of our continued growth in opening hours and visitor numbers on energy use (our pay-for-entry properties are open 30% longer and visitor numbers have risen by 7.7 million compared with the baseline year, 2009). We have, therefore reforecast our energy targets for the remainder of our current energy strategy, with an overall target of 15% by 2021 (compared to our original target of 20%).

In 2017/18 we have held our energy savings at 5% against the 2009/10 baseline. This is less than 2016/17 and mostly driven by the last quarter's results, which were significantly affected by unexpectedly difficult and persistent adverse weather conditions. Much more positively, we have made rapid progress in reducing our dependency on oil, and this year we celebrated swapping over 50% of our fuel oil dependent heating to renewable sources. This represents a significant reduction in the risks associated with storing oil at our sensitive environmental locations. In 2017/18 we installed 12 new renewable heat and power systems at places such as Speke Hall in Liverpool and Blickling Estate in Norfolk. Over 20% of our energy now comes from renewable sources and we are on track to meet our target of 50% of our energy coming from renewables by 2020/21.

A year ago, Wallington in Northumberland was one of the biggest users of oil in the North region. A newly installed biomass system has removed the property's dependence on oil and generates the 515,000kWh of renewable energy required to heat the Hall and the Courtyard buildings, including two staff cottages, offices, shops and the café. The two woodchip boilers are fuelled by timber from the Wallington estate along with locally sourced woodchip. This will save around 110 tonnes of CO<sup>2</sup> per year and around £32,000 per year against current heating costs.

We have also improved our understanding of the water we use, and have created a water baseline for all our properties which we are using to spot spikes in water use, be they water leaks (an ever-present risk for the extensive water networks across our estates) or areas to improve our water efficiency. This work has enabled us to report on our water consumption, and we include details of this, and information on how we are doing against all of our environmental policy objectives and targets, in our annual Environmental Statement which we publish on the National Trust website.

<sup>14</sup> Green Dragon is an environmental standard that is awarded to organisations which are taking action to understand, monitor and control their impacts on the environment.

# Restoring a healthy, beautiful natural environment

We are taking the opportunity not only to improve conditions for nature on our land, but also to play our part in influencing the way the nation cares for its natural environment as a whole.

We look after 248,000 hectares of land, around half of which is designated for nature in some way. A significant proportion is managed through farming and we have over 1,500 tenanted farms. As well as having a huge opportunity to make a difference on that land, this gives us a credible voice in big debates about countryside management and nature conservation. This year we have used that voice to significant effect to influence post-Brexit policy.

## Improving our land

2017/18 saw a defining moment in this part of our strategy. We showed how we have moved on from thinking about the part we can play in restoring a healthy, beautiful natural environment, to putting in place clear objectives and plans for action. We publicly committed to these in March 2017, with a launch that won strong support from the media and stakeholder groups. Our ambitions are grounded in the science of the Government-commissioned 'Making space for nature' report (2010). This called for a 'better, bigger, more, joined up' approach to habitat management. So by 2025 the Trust will have:

- Improved the condition of our most important nature sites;
- Created or restored 25,000 hectares (61,777 acres) of top-class nature conservation habitat on our land, representing 10% of our total ownership;
- Ensured all our land meets a basic minimum standard – tackling unacceptable risks and infrastructure issues;
- Transformed at least 50% of National Trust farmed land so that it is much more 'nature-friendly' with protected hedgerows, field margins, ponds, woodland and other habitats allowing plants and animals to thrive alongside productive land uses.

Baselines and targets are in place for each of these (see performance table on page 5), and our teams have clarity about how much they expect to deliver over the next few years. New systems and processes have been implemented, such as our new approach to Estate Management Planning, which is establishing a clear vision for nature at each estate and the entrepreneurial opportunities that will help fund our additional conservation challenges.

## Working with our tenants and influencing the debate

We're now generating great examples to support our work in influencing policy-makers, landowners and other stakeholders who are increasingly recognising the importance to everyone of the services the natural environment provides. At Malham Tarn in the Yorkshire Dales, we have built good relationships with our tenant farmers, who are innovatively changing the way they farm to deliver much better outcomes for nature. As part of our Payment for Outcomes (PFO) pilot, we will be rewarding our tenants financially with extra payments to bridge funding gaps for those who farm for nature in ways that improve soil health, help pollinators to flourish and drive up water quality, while recognising the value of their skills, local knowledge and the good work they are already doing for nature. We are pleased that there has been positive interest in this pilot, and we have had visits by Defra and the Treasury office.

Our effort to influence is already bearing fruit, with strong commitments made in the Government's '25-year Environment Plan' to many of the concepts we are advocating. For example, farm subsidies should follow the principle of 'public money for public goods'.

We have more to do to support our tenants on this journey, and we are in conversations with many of them about how our shared ambitions for nature can be part of successful farm business plans – creating new opportunities to farm in sustainable and economic ways.

## Inspiring outdoors

The benefits which the natural environment provides means we are increasing access to our places and ensuring every visit is as enjoyable and enriching as it can be. Great steps have been taken to improve the standard of our welcome and facilities at our outdoor sites. In 2018 we will build on this, with new ways to connect our visitors to the natural world. We know this is going to be a crucial part of long-term success – restoring the natural environment will succeed in the long-term only if it is enjoyed and valued by all.

# Helping look after the places where people live

Local historic buildings and green spaces continue to be under threat from declining budgets and housing pressure. These everyday places are our most frequent connection with nature and heritage – our municipal parks, the countryside on our doorsteps, the historic character of our market towns and villages, the urban and industrial fragments of our more recent past.

We are continuing to test how best we can play our part and have been working with local authorities, community groups and key partners to support them in protecting and managing their local heritage assets.

Our work ranges from supporting small heritage trusts, often founded to save and protect one local asset, to working closely with local authorities to find new solutions to budgets that have been drastically reduced.

Throughout 2017, we continued to work in partnership with local community groups, national organisations and Birmingham City Council on options for the sustainable future of the Grade II\* Edwardian Moseley Road Baths in Balsall Heath, Birmingham. We are pleased to report that by working with a coalition of partners, and with a grant from the Heritage Lottery Fund for the local charity that will lead the work, we have agreed on a plan of action to keep open the baths to allow people to continue to use the swimming facilities. We are now working to plan and budget for essential repair works and helping to develop commercial business plans to secure the future of the baths.

Our work with local councils on public parks is ongoing and we firmly believe that these places are essential for the health, resilience and economic success of our cities.

Over the past two years we have been working with Newcastle City Council to develop a new model for funding and management of the city's parks and green spaces. A Parks Charitable Trust was approved by the Council in November 2017 as a pioneering approach to protecting these important green spaces. In addition to the funding from the Heritage Lottery Fund for the newly formed trust, we will continue to provide support and advice as the charity develops. We hope this model will be adopted by other local authorities.

Encouraging and engaging people to become involved with and value their local heritage and green spaces is important to us and we continue to explore opportunities to challenge public perceptions of the National Trust and find ways to do this beyond our boundaries.

Our support for the hugely popular Heritage Open Days is one way we are doing this. England's largest festival of history and culture brings together over 2,000 organisations and more than 46,000 volunteers across the country to celebrate England's rich and diverse heritage. Every year, on four days in September, places of every age, style and function welcome visitors free of charge. In 2017, around 3 million visitors from across Great Britain took advantage of the festival's estimated 5,000 events. This programme is hugely successful in engaging people with their local heritage, with 83% of the visitors in 2017 saying their experience had inspired them to visit more heritage and/or cultural sites in future.

Another example of engaging people with the places they live is the Green Academies Project, funded by Our Bright Future, which supports young people and their communities to look after the green spaces where they live. By helping young people understand the challenges faced by the environment, we hope to enable them to take a lead in the future of nature conservation.

Six of our properties are working alongside young people and communities to look after the places important to them at Gibside in Newcastle, Quarry Bank and Dunham Massey in Cheshire, Erddig in Wrexham, Morden Hall Park in London and across sites in Birmingham. So far, we have engaged over 6000 young people in conservation activities, with 400 young people now regularly volunteering in the outdoors. GAP has not only benefitted nature - participants have also reported improvements to their wellbeing and confidence, and disused community spaces have taken on a new lease of life.

# Creating experiences that move, teach and inspire

The places and collections we look after tell the story of England, Wales and Northern Ireland, and of the wider world. From landscapes to parkland, plants and gardens, collections, archives, archaeology and houses, they are a living cultural resource. Our role is to care for these treasures in an exemplary way and to ensure they are important to as many people as possible.

We continue to focus on establishing the Trust as an organisation that provides rich cultural, creative and recreational experiences programming.<sup>15</sup> We have raised our ambitions even further for curating at a national scale, by coordinating themed public programmes across different properties. In 2017 we launched our first year of national public programming with *Prejudice and Pride*, a response to the 50th anniversary of the partial decriminalisation of homosexuality. Through annual national public programming, we aim to help people find personal relevance and resonance in the National Trust and to position the Trust as a facilitator of contemporary debate around place and identity.

While the *Prejudice and Pride* programme was not without controversy, the evaluation revealed a consistently enhanced perception that the Trust tells cogent stories about our diverse cultural heritage. Over 350,000 people visited exhibitions and events on LGBTQ+ (lesbian, gay, bisexual, transgender, queer) heritage as part of *Prejudice and Pride*, while a podcast focusing on 2,000 years of LGBTQ+ heritage was downloaded over 16,000 times. More than 300 National Trust staff and volunteers attended 17 Pride festivals in England, Wales and Northern Ireland. The Trust formed new partnerships as part of the programme, including with the National Archives to tell the story of the Caravan Club in London, a queer-friendly 1930s members' club. Through Heritage Open Days, the Trust supported local heritage sites to host 32 volunteer-led LGBTQ+ events.

'Exile' at Kingston Lacy in Dorset was a particular highlight of the *Prejudice and Pride* programme. Working with multiple partners, including artist Julie Howells, this exhibition stretched our understanding of Kingston Lacy's history. It tackled the moving story of the life and exile of William Banks, who fled to the Continent in 1841 after being caught with a soldier in 'an indecent act' at a time when intimate relationships with men could be punishable by death. Banks continued to send back art and collections to Kingston Lacy from abroad.

The exhibition enabled visitors to learn more about Banks' contribution to the house, and to consider his story within a broader context of intolerance and persecution of LGBTQ+ lives. 'Exile' received great reviews and overwhelmingly positive feedback from many of the 19,000 visitors who saw it.

Good programming must be underpinned by thorough research and strong partnerships. In 2017/18 we worked with the University of Leicester and Stonewall to share expertise, learn from one another and strengthen our *Prejudice and Pride* programming. We are also increasingly inviting audiences to create their own experiences on their terms. At Sutton House in Hackney, for example, we worked with schools, local people, academics and artists as part of *Sutton House Queer'd*, celebrating LGBTQ+ history through the ages.

The National Trust is one of the single biggest art commissioners in the UK and, thanks to the continued support of Arts Council England and the Arts Council of Wales, in 2017 we continued our Trust New Art programme with 50 projects at 30 properties. Trust New Art aims to connect visitors to properties through contemporary art, and in 2017 over 500,000 visitors, 1,000 participants and 200 volunteer art ambassadors participated. Projects ranged from the smaller-scale local projects, such as contemporary arts duo Juneau Project at Cherryburn in Northumberland, to the landscape-scale *Waterlicht* at Winnats Pass in the Peak District. Working with Studio Roosegarde, *Waterlicht* told the story of the formation of Winnats Pass, starting 350 million years ago as a tropical ocean reef, through light, smoke and sound. This fusion of art and science, held as part of the Abandon Normal Devices festival, engaged 22,500 people with the site's geology, landscape and the challenges of climate change.

We estimate that we receive 200 million visits to our outdoor sites (coast and countryside) every year and we know that there is more to do to improve the outdoor experiences we offer visitors. Understanding audience needs remains key to creating new experiences and, working with Derby University, we have commissioned research into how people connect with nature. We have also refreshed our guidance for properties on interpretation in the outdoors, from practical advice on signage to ways in which we can help people better understand the natural environment and the landscapes they enjoy, as well as creating opportunities for everyone to help protect it.

<sup>15</sup> We define programming as 'everything we do to refresh our places in order to help make connections between places, collections and people's lives today.'

Over the last two years we have set an incremental 1% improvement target for our overall service score. Despite the successes described above we have seen the score decline. Analysis shows that this drop has been caused by a combination of rising expectations, changing audience mix and pressure on our facilities from a steep increase in visitor numbers. Although this has not been reflected in falling recruitment, visitor numbers or retention, we take this decline very seriously – in response we have launched an service action plan that got under way in late 2017. We are now aiming for a 2% uplift over each of the next two years. Alongside service, we have also been tracking survey responses to ‘emotional impact’ to test whether our experiences are delivering deeper engagement. This score has also fallen, and analysis reveals that it exactly mirrors (and is dependent upon) the movement in service scores – so we need to get service right before we can move on to deeper levels.

# Growing support for what we do

## Membership

We achieved a significant milestone this year as we passed the 5 million members point. We ended the year with 5.2 million members. Overall our membership numbers grew by 6%, a good indication that we are becoming more relevant and important to the nation. We know there is more to do, whether it is improving our communications, our service or giving better experiences at our properties. We are committed to listening to our members and visitors and making continual improvements.

Our membership income generated nearly £220 million this year which we invested in looking after our places and our visitors' experiences, whether this was at our properties or through online experiences.

In 2017/18 we recruited 490,000 memberships which translates into over a million new members, of which families are our biggest growing group, accounting for over 23% of our memberships. We are also pleased that our membership retention rate is 85%. We are proud that so many people join us and decide to stay.

## Promoting our cause

We want our cause to matter to people personally. In 2017/18 our marketing and communications focused on the importance of places to people and the joy these places can bring. In the course of the year we commissioned and published research into what makes people connect with a place and this shaped a marketing campaign based on individual stories. We also explored the role of grandparents in introducing young children to the excitement of nature and the beauty of our places.

In our member communications we continued to find ways to be more engaging – a competition for members to produce the image for the front of the magazine received 8,000 submissions. In addition, our members' magazine won the PPA Independent Publishers Awards – Membership Publication of the Year for the second year running, and Front Cover of the Year (Consumer Magazine), an amazing achievement. Digital communications continue to perform well, with overall visits to our website increasing by 21%, driven by the increase in visits from mobile phones. The new Holidays website increased annual online bookings by a quarter and MyNationalTrust (MyNT), our self-

serve online membership platform launched in 2016/17, has seen over 330,000 members sign up. Our mobile app now has around 240,000 users in an average month, and our social media following has trebled in the last three years to around 2 million.

Our media partnership work delivered several TV moments in the year. The BBC chose the Sherborne Estate in Gloucestershire as the home of Springwatch and stayed for Autumnwatch and Winterwatch. Channel Five ran a six-part series 'The Secrets of the National Trust' with Alan Titchmarsh exploring places including Quarry Bank in Cheshire and Attingham Park in Shropshire. The five-year partnership with BBC Countryfile Live, a huge countryside event at Blenheim Palace in Oxfordshire in August, gave us a platform to talk about our land and nature priorities and a chance to show 125,000 visitors what we do.

## Fundraising: supporting our cause

Donations, grants and gifts in wills are vital to our ability to look after the places in our care and to improve their accessibility and interpretation for visitors. Over the past year we raised £83,154,000 through the generous support of individuals and organisations, which represents 14% of our total income.

Overall, fundraising income for 2017/18 was down 4% against budget for the year, primarily due to challenges forecasting legacy income and the drawdown rate against project grants. We are working to improve longer term forecasting in these areas to inform budgeting in future. In addition, we are starting to see the sector-wide impact of an increasingly challenging grants landscape but we are responding to this by ensuring that our strongest projects are given the best possible chances of grant success and with diversification into new funding sources.

Gifts in wills remain a particularly important source of support, totalling £51,938,000 for 2017/18, with the number of supporters leaving a legacy increasing by 10% on 2016/17. A further 163 new supporters pledged a gift in their will, and 1,512 expressed an interest in doing so in future, enabling us to thank them and to stay in touch.

We are enormously grateful to our donors across the country who have lent their support to a wide range of projects. One of our most significant supporters in the year, The David Webster

Charitable Trust, supported conservation projects at Knole in Kent, Dyrham Park near Bath and Hardwick Hall in Derbyshire, including the conservation of its Gideon tapestries, and will be supporting our Trailblazer Garden Apprenticeships in 2018. The Heritage Open Days festival and priority nature conservation projects were supported by players of People's Postcode Lottery, including an intervention to help the high brown fritillary butterfly to thrive at its last Exmoor stronghold.

In summer 2017 we launched an emergency appeal in relation to land at the White Cliffs. A remarkable 20,800 people donated to the appeal in a matter of weeks, raising over £1.5 million to help us secure and care for the land in the longer-term.

Our relationship with The National Lottery remains significant. Funding distributed by the Heritage Lottery Fund included support for three projects totalling £2.5 million, comprising Florence Court Kitchen Garden, in County Fermanagh, Fell Foot Heritage Project in the Lake District and 'Releasing the Sutton Hoo Story' in Suffolk with the latter receiving a grant of £1.8 million. A £447,000 grant from the Welsh Government will help us to restore the former Grade II Laundry building at Tredegar House as a community space for the people of Duffryn in Newport. Arts Council England has continued to support our Trust New Art programme.

Contributions to the 'For ever, for everyone' general donation fund, totalling £35 million in the past year, are immensely valuable as this enables us to support projects across the country, large and small, wherever the need is greatest. Likewise, gifts and legacies to the Neptune Coastline Campaign fund, totalling over £4.5 million in 2017/18, allow us to continue our work to improve natural habitat for coastal wildlife, protect and manage the land, upgrade access and acquire key areas of coastland.

Every gift and grant is important and helps us continue to look after the special places in our care. Thank you to all of our donors and grant funders for your support.

## Fundraising: Code of Fundraising Practice

We are committed to employing a transparent and ethical approach to all our fundraising activity. We are registered with the Fundraising Regulator and abide by the Code of Fundraising Practice and the Fundraising Promise. We are also organisational members of the Institute of Fundraising and support the

professional development of our staff in relation to excellent fundraising practice. To further strengthen our relationship with donors, we are in the process of establishing a panel to advise and ensure we keep the donor perspective at the heart of our fundraising activity.

### We do:

- send appeal letters, raffle tickets and other fundraising communications to selected supporters who have opted in to marketing;
- engage in fundraising activity at properties, in which staff and volunteers sometimes ask for donations, sell raffle tickets and promote the importance of gifts in wills to our work;
- encourage supporters to fundraise in aid of our conservation work;
- seek philanthropic support from major donors and trusts and foundations;
- invite donations via our website, other giving platforms and via collection boxes.

### We do not:

- sell or pass on our supporter or customer details to any other organisation or buy lists of other charities' donors;
- use external agencies or commercial participators to fundraise on our behalf;
- engage in street or door-to-door fundraising;
- make unsolicited calls to supporters asking for donations.

In future, all our fundraising mass marketing appeals will be on an opt-in only basis, and supporters will continue to be able to manage their permissions online or by calling our Supporter Service Centre. We make every effort to ensure that our fundraising activity never feels unreasonably intrusive, persistent or pressurised, but rather focuses on inspiring support and celebrating the impact of fundraised income.

We weave this approach through both our written communications and our person to person fundraising at properties and events. We also operate a rigorous contact planning process that limits the number of communications a supporter might receive and we respect the wishes of supporters who do not wish to receive fundraising communications, including those who have registered with the Fundraising Preference Service.

Our ethical approach to fundraising is reflected in the low number of fundraising complaints that we receive (32 in 2017). If we do receive a complaint, we always aim to respond courteously, within our standard complaint guidelines, and to consider any potential lessons. Unfortunately, this year we unintentionally breached the Code of Practice in relation to Gift Aid on Entry pricing and handling a supporter complaint about this in a timely manner. We apologised unreservedly and welcomed the opportunity to review our business practices to ensure they are not only compliant but supporter-centric and rooted in transparency. We welcome feedback from supporters as to how we can improve any aspect of our fundraising in future.

## Volunteering and participation

In 2017/18 over 61,000 volunteers donated nearly 4.6 million hours of their time to support the National Trust. We are incredibly grateful for the support and dedication of our volunteers who have helped us to achieve another great year. We engaged increasing numbers of young volunteers through our Green Academies Project and continue to explore new ways for people to volunteer for us.

Over the last couple of years we have introduced a new database to support the management of volunteers. The database is known as *yourvolunteering*, which holds all of our volunteer data to provide better support for our volunteers, manage communications, promote opportunities, engage new volunteers, and improve the expenses process and the recording of data such as volunteer numbers, length of time volunteering and amount of time given during the year. We are now able to record our volunteer numbers more accurately.

Our annual volunteer survey provides us with insight to understand how best to support our volunteers. This year 97% of our volunteers told us that they enjoyed their volunteering. Additionally, 94% stated that they would recommend volunteering for the National Trust with 61% saying they would 'strongly recommend'. These figures, though extremely positive, are marginally down on last year's results and we have plans in place to respond to this slight dip.

We continue to invest in the development of our staff who work with volunteers, and confidence in managing volunteers scores highly in our staff survey with 94% agreeing that they felt confident.

We hold an annual national conference event, Convestival (part convention, part festival) which provides an opportunity for learning and development for volunteering managers. This mix of plenary presentations, workshops, activities, surgeries, coaching spaces and 'audience with' sessions aims to build knowledge, confidence and skills. Our focus for this year's conference was diversity in volunteering. Diversifying our volunteer base will be challenging – any review of the data on volunteering in

the UK, and particularly data on volunteering in heritage and conservation, tells us that – but it is also an enormous and exciting opportunity. Going forward diversification will be a key objective as will retaining and supporting our existing loyal army of volunteers.

We have lots of examples of good practice to learn from. Many of our places such as the Back to Backs in Birmingham and Gibside in Newcastle are already doing great work in broadening our support.

We will be widening our focus to think about other ways in which people can participate with us and about how newer forms of volunteering and participation may be particularly helpful in attracting a more diverse range of people.



# Resources and skills

## Introduction

During 2017/18 we focused on providing the right training, systems, processes and ways of working to help our staff and volunteers deliver our strategy.

We have over 8,000 dedicated and skilled staff who work with us all year and a further 4,000 staff who join us through our busiest summer months. Whether our staff are permanent or with us for just a few months, we take their welfare and training seriously. Our volunteers and our people are our ambassadors.

## Improving staff satisfaction

Each year we ask our staff to tell us how well we are performing as an employer. This year we had a record survey response rate, but just missed our annual staff satisfaction target: 93% of staff completing the survey said they were satisfied working for the National Trust with 59% strongly agreeing. Our annual operational management satisfaction increased by 2 percentage points to 80%. This survey measures how empowered and supported our general managers and regional management teams feel. The improvement is driven by an increased number of positive responses to the survey statement – ‘decisions are made in a reasonable timescale’. We believe changes to our finance regime are driving this positive result. Once again, our staff survey results were reflected in the ‘Best Companies’ survey<sup>16</sup> which recognised us as the 16th best not-for-profit employer in the UK and also rated us an ‘outstanding employer to work for’.

## Developing our people

In 2017/18 we have continued to develop the skills and confidence of our people, delivering over 19,000 days of training and development.

## Better professional development

To ensure our expertise and professional standards are first class, we have focused on developing the professional skills of our in-house specialist staff, delivering over 2,000 days of training.<sup>17</sup> During the year we have improved the professional skills of our rural surveyors and estate managers to help them deliver our strategic ambition of restoring a beautiful, healthy natural environment. We have also focused on developing the

professional skills of our building surveyors and gardeners. Following a comprehensive review of our curatorial staffing, we have recruited 20 more curatorial roles, (almost doubling the team), launched a new Assistant Curator programme and embarked on a programme to enhance the professional skills of our regional consultants to enable us to deliver our strategic ambition to create experiences of our places that move, teach and inspire our visitors.

## Property team skills

We have continued to develop our property teams in providing excellent visitor experiences and launched our Service Leadership programme. We also focused on improving the skills of our catering teams and property heads of department. As part of our Great People Management programme, we have trained over 700 new line managers in our properties (and central teams), helping new line managers become more confident as leaders.

## Better systems

Following a sizeable technology investment aimed at improving supporter loyalty and increasing internal efficiency, our focus this year has been on introducing new tills across all properties. This investment will further increase the efficiency of our operations.

We have also started a three year project to install fibre optic broadband to most of our properties and a hardware refresh programme that will see our staff have the laptops and mobile devices they need to carry out their roles.

## Staff pay and recognition

We recognise the importance of being transparent and accountable in all aspects of our work, including how we recognise and reward our staff. As a charity, we must use the money given to us by our supporters wisely. However, we must also ensure we pay our staff fairly and that we can retain and recruit great people with the right skills to help us deliver our strategy and priorities.

<sup>16</sup> The Best Companies survey is seen as the most important engagement survey, ranking Britain's best employers. In 2017, 161 firms registered to take part in The Sunday Times Best Not-For-Profit Organisation to work for survey.

<sup>17</sup> Over 600 experts, drawn from a wide variety of professional disciplines. Operational teams call on their expertise for major projects and programmes as well as advice.

## Our pay policy

We are clear and transparent about our reward and recognition policy. We have a 'total reward' policy, as we recognise our staff are not motivated or attracted solely by pay. This enables us to build a distinctive employer reputation, highlighting why the National Trust is a special place to work. We reward our staff on their individual performance and contribution to the delivery of the Trust's strategy. We ensure that staff who perform well progress through our pay scales within a reasonable timeframe.

Every year we compare our pay scales against those in the public sector and not-for-profit sector. Each year we agree our pay arrangements with our trades union, Prospect, as part of our Partnership Agreement.<sup>18</sup>

This year we published our gender pay gap. This is a new annual legal requirement. The report shows the balance of men and women at all levels of the organisation and the effect this has on average hourly rates of pay across the organisation as a whole.

The average of the hourly rates earned by women working at different grades, taking into account all grades, is 12.8% lower than the average of the hourly rates currently earned by men. Our gender pay gap is mainly caused by having a higher proportion of women in lower graded roles.

Wherever we can, we are taking action to close the gender pay gap.

## Senior manager pay

The pay arrangements for senior managers are not covered by the Partnership Agreement. Instead senior manager pay is determined by the Senior Management Remuneration Committee. The Committee is appointed by the Board of Trustees and oversees the remuneration of the Director-General, the Executive Team and other senior staff. The Committee includes three members of the Board of Trustees and two external independent members. All members of the Committee have the experience and skill to make appropriate remuneration decisions. On an annual basis the Committee reviews the remuneration of all senior managers, considering individual performance and external benchmarking data to ensure levels of remuneration remain appropriate. Senior managers receive an annual pay award, using the same criteria used for all staff in the Trust and receive the same statutory and voluntary benefits offered to all other staff. Following the Hutton Report, the Trust monitors on an annual basis the 'pay ratio' (this is the relationship expressed as a multiple between the highest salary and the median salary level within the Trust) to ensure

salaries remain fair and appropriate.

Following our strategy to invest more money in the pay of our most junior grades, the ratio has reduced favourably. The ratio is currently 1:9.4 which compares favourably to external benchmark data.

## Director-General remuneration

In 2017 the Director-General, Dame Helen Ghosh, earned a salary of £197,058. The Director-General is the head of a large and complex national organisation, with an annual income of over £590 million and over 12,000 permanent and seasonal staff. The National Trust is one of the highest income-generating charities in the UK and therefore the Director-General's salary is comparable to the heads of other major charities, senior government civil servants and the chief executives of medium-sized private-sector organisations.

<sup>18</sup> This is the agreement between the Trust (employer) and the Trade Union (Prospect), which has a strong focus on partnership working. This agreement formally outlines how we will work together.

# Financial review

## Introduction

The Trust's operational financial performance in 2017/18 was strong, with membership and commercial income both reaching record levels. We beat our key financial target – the Operating Margin percentage – by achieving a margin of 20.7% (£111.1 million) against a target of 18.7% (£99.0 million).

Our voluntary income has also performed well. Appeals and gift income increased by over 14% and grant income held firm at over £18 million. These sources of income are vital to our conservation objectives. We are also grateful for the support of legacies. Legacy income was at a record level in 2016/17 (including an exceptionally large single bequest for Beningbrough of over £8 million) and we are very pleased that it has achieved expected levels in 2017/18 (at nearly £52 million).

Conservation remains central to everything we do. Our strong membership and commercial performance and wonderful voluntary income support has enabled us to maintain at near-record levels our investment in property projects – we spent £138.4 million in 2017/18 (2016/17: £139.3 million). More widely, project expenditure has grown too; our investment in visitor infrastructure and equipment at our properties was over £26 million in 2017/18 while project investment in our internal conservation advisory services and support services (providing vital support for our core work) added a further £20 million.

The balance sheet of the Trust has strengthened during the year. Investment growth and strong operating performance has grown reserves. The Trust's financial focus has been on income growth and efficiency as a means of generating as many resources as possible to direct to our core work. Our new revolving credit facility is a key component of this (see below).

## Operating Margin – our main financial target

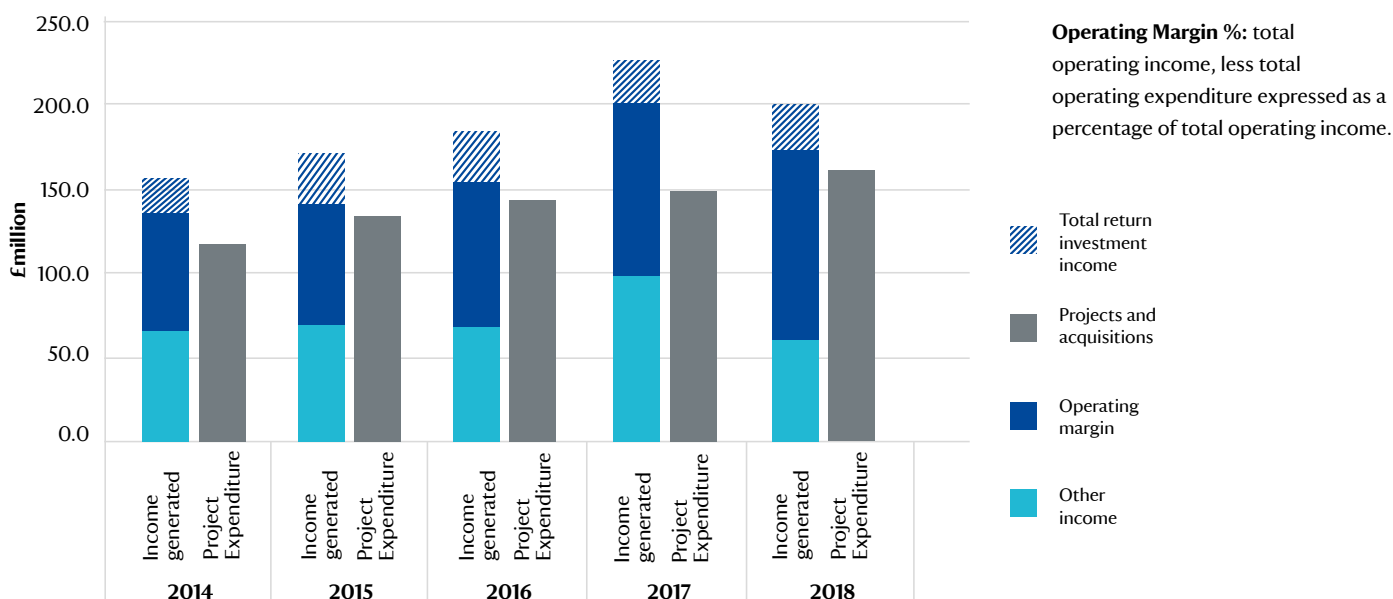
Operating Margin is our version of an operating profit margin and differs from Net Income in the Consolidated Statement of Financial Activities on page 28 of the Financial Statements because it is calculated before capital receipts such as legacies and project grants and before deducting the cost of acquisitions and expenditure on conservation projects.

Operating Margin shows the Trust's underlying financial performance from its membership, commercial, estate management and wider visitor business – the income streams the Trust aims to maximise in order to generate vital resources for its core purpose of caring for special places for ever, for everyone.

## Financial performance trends and how this contributes to our core purpose

The table on page 64 of the Financial Statements shows the five-year trend in the principal components of the Operating Margin (£111.1 million in 2017/18) and how this reconciles to the net expenditure of £10.6 million reported in our Consolidated Statement of Financial Activities (SoFA) on page 28 in the Financial Statements. The trend in our performance using Operating Margin as a basis is shown graphically below.

## Five Year Trend in Financial Performance



The total Operating Margin generated, together with our legacy and project grant income, is made available for our property conservation work and strategic investment programme. Operating Margin can be set at a property level and supports the Trust's delegated financial model, under which each property is able to retain its Operating Margin above an agreed baseline.

Property baselines are based on assessments of the needs they have to care for the fabric of historic buildings, their let estate, open space, collections and to build up resources to finance regular refreshment of basic visitor facilities. Our delegated finance model incentivises property managers by allowing them to retain operating surpluses to reinvest in the future growth of their portfolios and to care for them as nationally important heritage assets. Surplus Operating Margin arising centrally – mainly through membership income growth – is used to fund major projects at properties with insufficient reserves, to finance investment in central infrastructure projects and in the membership offer, and to build the strength of our General Fund.

## Key features of the National Trust's Financial Performance and Position

### *The Consolidated Statement of Financial Activities*

The Consolidated Statement of Financial Activities (on page 28 in the Financial Statements) shows how our total income, including legacies (£51.9 million) and external project grants (£12.2 million), was spent during the year.

Total income at £595 million was only slightly up (2017: £592 million). Excluding the effect of the exceptional lease buy-out receipt in 2016/17 the Trust's income showed significant underlying improvement. Membership income increased by £19 million or 9.5%. The contribution from charitable and other trading activities was £44.9 million (Note 6 to the financial statements), of which £20.9 million related to profits from The National Trust (Enterprises) Limited, National Trust (Renewable Energy) Limited and Historic House Hotels Limited. Legacy income reduced to £51.9 million, principally because 2016/17 included the significant £8 million endowment income for Beningbrough.

Total expenditure increased by £38.1 million, 6.7% over 2016/17. We maintained near-record levels of project expenditure at our properties and grew expenditure within our internal conservation and advisory activities (which helps provide specialist expertise and advice to our conservation and property teams through the provision of conservators and building surveyors for example – posts that are central to the delivery of our conservation strategy). More widely, property operating expenditure grew by £22.6 million and we increased investment in central support and membership services by £11.8 million.

Our financial statements show a 'net expenditure before gains on investments' position of £10.6 million (2017: net income before gains on investments of £24.3 million). Both of these figures are reported before the benefit of applying the Trust's total return investment policy, which allows the Trust to treat a portion of investment gains as income – which is then made available to properties to spend on conservation. This amounted to £25.0 million (2017: £28.3 million). Including this adjustment, the Trust had net income of £14.4 million (2017: £52.6 million).

We have a longstanding arrangement with the Charity Commission (further details of which are given in Note 19 to the financial statements) permitting us to make available part of the undistributed long-term capital growth, along with the income arising on our investments, to properties. This important facility helps us to maintain a high level of conservation project work in years when the income yield on our investments may be lower than others. The Investment Committee sets the distribution rate each year, based on past and current performance of the investments, as well as the outlook for the investment markets.

### *The Balance Sheet*

Our defined benefit pension scheme deficit decreased to £125.2 million (2017: £211.1 million). This is as a result of a higher discount rate, lower inflation expectations and decreased longevity assumptions, all of which decrease the value placed on the scheme's liabilities at year-end. The National Trust's pension trustees undertook the tri-annual valuation of the scheme on 5 April 2017 and this has been used to determine future deficit reduction contributions. The Trust closed the scheme to new members on 1 June 2003 and to future accrual on 1 April 2016.

The Trust's cash flows are highly seasonal, with cash inflows being strong in the spring and summer months and outflows greater in the winter (when this cash is directed to conservation projects). During the year the Trust entered into a new revolving credit facility and bank overdraft to finance this seasonal working capital requirement.

These facilities, provided by our current banking partner Barclays Bank plc, enable the Trust to call on a low cost credit facility during its shoulder season when visitor and commercial income is lower than project expenditure. The facility can be called on up to a peak value of £60 million (of which £15 million is available as a flexible overdraft) – the need for this facility typically reduces to zero at the height of each visitor season when trading cash flows are at their peak. The balance drawn at 28 February 2018 (both the overdraft and wider facility) was £41.9 million.

Prior to the facility, the Trust held on to surplus trading and membership receipts in the summer months and expended these in the closed season. The new facility enables the Trust to invest surplus member and donor receipts in its general investment pool for greater and more diversified long term returns.

In July 2018, the National Trust entered into a binding agreement to borrow £100 million to finance a programme of investment in the Trust's visitor and commercial infrastructure and its let estate. The funds will earn a financial return comfortably in excess of the borrowing cost, allowing the Trust to look after some of its commercial assets and infrastructure without having to draw on its own reserves. The investment will generate a surplus that will be reinvested in conservation projects.

£50 million will be drawn down in March 2020 at a fixed rate of 2.662% and will mature in March 2058. A further £50 million will be drawn down in March 2022 at a fixed rate of 2.651% and will mature in March 2063. Repayment is at the end of the loan terms.

## Investment policy, powers and performance

As Trustees, we are responsible for the financial policies under which the Trust is managed. We report here on the main policies; full details are provided in the financial statements.

We invest the majority of our funds in the General Pool, which is run on a total return basis (see also Note 19 to the financial statements). The investment policy for the General Pool is to maintain and enhance the capital value of our assets and to produce, as far as possible, funding for properties that rises with inflation, allowing the Trust to direct more resources towards conservation. Just over 70% of the Pool is invested in UK and overseas equities. The balance is invested in bonds, property and alternative assets including hedge funds, commodities and private assets.

During the financial year the new investment mandates awarded to AQR, Aberforth Partners and Ownership Capital in 2016, delivered good returns, with each fund manager exceeding its benchmark (see table below).

We also made our first investments under the private asset mandate awarded to Cambridge Associates. At 28 February 2018 a total of five investments with a market value of £1.5 million had been made in US-domiciled funds representing a broad spread of private asset classes. Total commitments for these initial investments amount to just over £24 million at the year-end dollar/sterling exchange rate; in addition we had entered into a further two commitments totalling £9 million, giving overall commitments of £33 million at year-end.

We regard the pace of progress to date as encouraging. The long-term plan is that eventually the private assets portfolio should have a weighting of c. 15% of the General Pool, with a stable cohort of about twenty funds/managers. The portfolio is currently expected to turn cash flow positive in 2025, though in practice Cambridge Associates hope to achieve that objective earlier, through strategic decisions and good manager selection.

In the year to 28 February 2018, the total value of all non-pension investments increased from £1,192 million to £1,317 million. As noted above, the General Pool comprises the majority of our investments, and its funds under management rose from £1,110 million to £1,232 million over the financial year. The value of the General Pool has since decreased to £1,200 million (at 31 March 2018).

In terms of investment performance (measured over the calendar year 2017), the General Pool fund managers delivered a combined return of 12.68% against a benchmark of 11.70%. For the three years to 31 December 2017 the Pool achieved an annualised return of 10.40% against a benchmark of 10.23%.

Investment management fees were £7.3 million (2016/17: £5.5 million). The fee level the Trust pays represents just over half of one percent of the value of the portfolio. The fee level has increased year on year due to our active investment manager selection. The selection of our investment managers is reviewed by our Investment Committee with the aim of generating long-term value for the Trust – we consider the fee level appropriate in the context of our longer-term strategy.

## Performance of General Pool investment managers for 12 months to 31 December 2017

Investment manager	Benchmark	% of Pool managed at 31 March 2018	Return %	Benchmark %
Legal and General	FTSE All-Share Total Return Index	21	13.0	13.1
Longview Partners LLP	MSCI All Countries World Index	17	12.4	13.2
Capital Group	RPI + 5%	15	12.4	9.1
AQR Style Premia Ucits	Sterling Overnight Index Average +6%	13	6.6	6.2
Newton	RPI + 5%	12	3.3	9.1
Ownership Capital	MSCI Kokusai Net Total Return	11	22.2	11.7
Aberforth	Numis Smaller Companies (excl. investment companies)	10	22.8	19.5
Cambridge Associates		1	-	-
JP Morgan Asset Management	N/A*	-	13.2	N/A

\*JPM holdings relate to a return of capital on assets some of which have previously been substantially written down.

The National Trust supports the United Nations Principles for Responsible Investment and expects its investment managers to be signatories thereof. In keeping with the spirit of the Principles, we expect our investment managers to take an interest in the management of the companies in which the Trust invests and to exercise voting rights wherever possible. We consider it essential that in making investment decisions our investment managers will take account of acceptable codes of management conduct and practice in terms of socially responsible, environmentally aware and ethical management, all of which could affect shareholder value.

The Trust's investment policy with regard to carbon reduction recognises that due to the widespread and often remote locations of the Trust's operations, we and our visitors may still be reliant on fossil fuels for some years to come. We wish to increase the part we play by reducing the carbon footprint. Through our focus on improving our energy efficiency, our £35 million investment in our own renewables, our aim to reduce levels of business mileage, and our programme to manage our farmland in a healthy way, we are confident that we can reduce our carbon footprint substantially over the next five years.

Linked to this, and recognising that we need to maintain levels of investment income to pay for vital conservation work at our properties, we have made modifications to the way our funds are invested and monitored. We aim to reduce the carbon footprint of the overall portfolio as one of a number of important steps. In particular, we have begun measuring the carbon footprint of Trust investments by appointing an appropriate service provider to monitor the carbon emissions of our holdings. We have adopted a policy of not investing directly in companies which derive more than 10% of their turnover from the extraction of thermal coal or oil from oil sands. Additionally, we retain the option to divest from any company whose activities are having a direct detrimental impact on Trust properties and where engagement has failed to address our concerns.

Our holdings with Ownership Capital are long-term equity investments through which the manager carries out active engagement with the companies in which we are invested on ESG (Environmental, Social and Governance) matters.

Finally and importantly, the Trust made a significant investment during the year in LGIM's Future World Fund, an investment that represented over £97 million of the General Pool at 28 February 2018. The Future World Fund is a new solution designed for investors looking for an alternative to a traditional index strategy, while also addressing the long-term financial risks of climate change. The fund addresses the investment risks associated with climate change by incorporating a climate 'tilt'. This gives investors greater exposure to companies that are likely to benefit from the transition to a low-carbon economy.

The Fund also incorporates a targeted engagement process working directly with companies to bring about positive change, and to exclude those which do not meet its required standards after a certain engagement period.

## Reserves

### *Addressing our perpetual financial obligations*

Our purpose is to conserve places of historic interest or natural beauty permanently for the benefit of the nation. This is mainly achieved by declaring properties inalienable. This power is the cornerstone of our work. Property declared inalienable cannot be sold or mortgaged, and cannot be compulsorily purchased against our wishes, without invoking a special parliamentary procedure. Once the Board of Trustees has declared property inalienable, it cannot reverse that declaration.

Protecting the nation's heritage for ever, for everyone is a massive undertaking which requires substantial financial resources each year. Inalienable properties and other properties held for preservation bring with them a permanent responsibility for their future care that imposes substantial and perpetual financial obligations.

The scale of our cyclical repair work is enormous. Despite spending an increasing amount on property conservation repair work each year, this is still not meeting all our annual repair needs. As set out in the Board of Trustees' report on page 3 our conservation performance is improving and the strengthening of our financial performance and reserves position plays a key role in helping the Trust increase investment in our core conservation purpose.

### Reserves policy

The Trust's reserves are defined as its total unrestricted funds (excluding the fixed asset reserve and the pension fund deficit). The Trust's unrestricted reserves represent those resources that the Trust can use for any of its charitable purposes.

We need a consistently strong financial performance if our reserves are to be sufficient to address our long-term needs. Our long-term intention is to improve our operating result and so to increase the level of reserves – and to ensure that, as far as possible, restricted funds are used before our reserves to fund projects and acquisitions.

Reserves are an inherent part of the risk management process. The need for reserves will vary depending on our financial position and our assessment of the many risks we face at a particular time. Reserves thresholds are assessed as part of our strategic planning process, currently on a three-year cycle. The need to maintain and strengthen reserves will also be taken into account in the annual planning and budgeting process.

The Trust aims to maintain its total unrestricted reserves level above £176.6 million (subject to annual inflation). This threshold has been set by the Board following an assessment of the following factors:

- The need to provide short-term protection against downward fluctuations in annual revenues or capital receipts, such as legacies;
- The need to provide long-term strategic financial support to properties, fund development work or central infrastructure;
- The need to finance unplanned projects and acquisitions where the need arises;
- The need to provide a financial cushion in the event of extreme circumstances affecting the charity's ability to operate;
- The need to protect the Trust from investment market and pensions risk;
- The ability to respond to opportunities for strategic investments.

### Unrestricted Reserves

The Trust's unrestricted reserves are split between the General Fund – our central unrestricted reserve, property reserves and other designated funds. Note for the purposes of our reserves policy, unrestricted reserves exclude the Fixed Asset Reserve and the Pension Deficit.

Currently our overall unrestricted reserves amount to £311.4 million (2017: £278.2 million), £134.9 million in excess of our threshold (2017: £106.2 million above the threshold).

#### The General Fund: £94.9 million (2017: £77.2 million)

The General Fund is the Trust's central unrestricted reserve. Its purpose is to provide a reserve to finance central infrastructure, provide access to large project funding for properties with insufficient reserves themselves, and in certain circumstances to finance unforeseen projects and acquisitions where no restricted funds are available for this purpose. This fund also provides financial protection against income uncertainty (e.g. investment market risk).

The value of the General Fund grew significantly during 2017/18 as a consequence of investment gains. Under its new finance model, the Trust attributes all investment growth on unrestricted funds to the General Fund. In times of contracting markets, the General Fund in turn absorbs these losses, ensuring that property managers can develop and deliver their project plans without the disruption of short-term volatility in investment markets.

#### Property Reserves and Other Designated Funds £216.5 million (2017: £201.0 million)

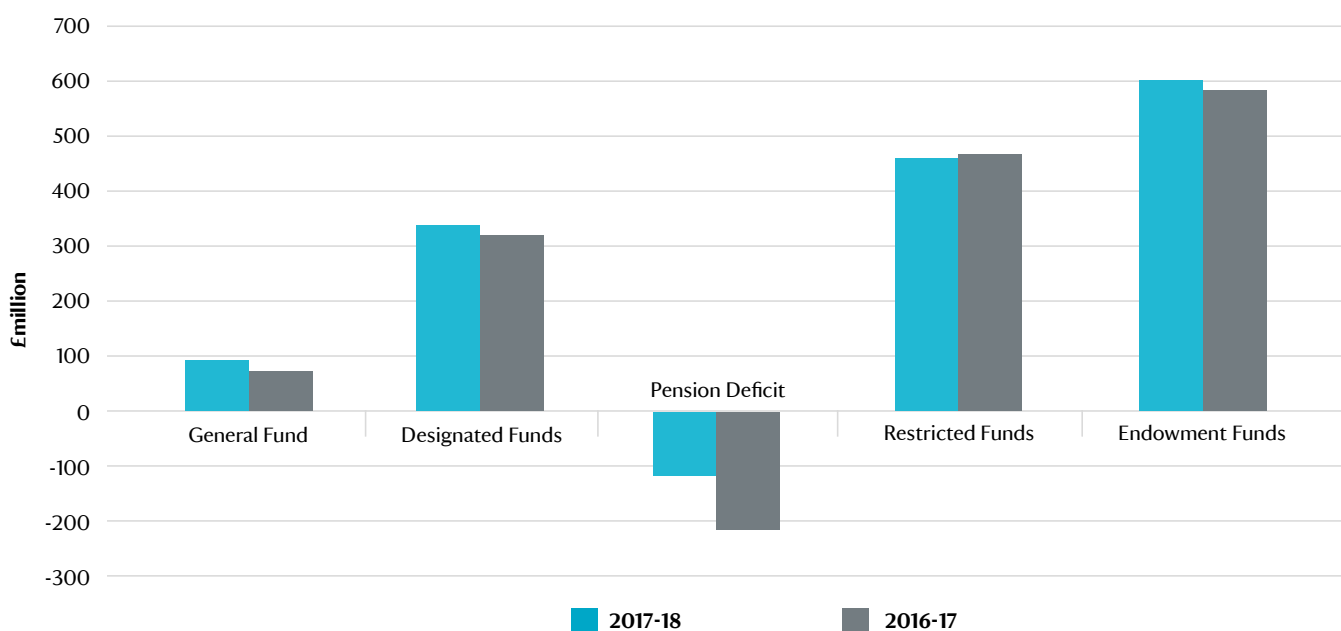
The remainder of the Trust's unrestricted reserves are held principally at properties or in funds designated for particular purposes to fund conservation and repair work at properties.

Property reserves represent property operating surpluses that remain after meeting the costs of conservation repair and improvement work, commercial development and the purchase of plant and equipment.

Reserves held at properties serve the purpose of funding core maintenance and repair work, re-investment in equipment and can be used for visitor and commercial infrastructure investment.

The total value of Trust funds (both unrestricted, restricted and endowment) is shown graphically below:

### Total funds £1,381.0m



## Administration and management

The Board of Trustees has ultimate responsibility for what the National Trust does, consistent with section 177 of the Charities Act 2011. This states that charity trustees are 'the persons having the general control and management of the administration of a Charity'. The Board of Trustees is appointed by the Council and currently has 10 members who are listed on page 65 of this report.

During 2017/18, Clare Broom, Rick Wills and Gus Casely-Hayford stood down as Trustees. We thank them for their contributions. We were delighted to welcome a new Trustee, Nick Stace, who was appointed for an initial three-year term.

Charity Trustees have a duty to report in the Trustees' Annual Report on the Charity's public benefit. They should demonstrate that they are clear about the benefits that are generated by the activities of the Charity. The Charity Commission guidance on public benefit in Section 4 of the Charities Act 2011 has been noted in preparing this Annual Report. The report describes the activities that deliver our core purpose of looking after special places for ever, for everyone.

The Council is the guardian of the spirit of the Trust and of its long-term objectives. More information about the Council can be found in the Council's report on page 27 and in the list of Council members on page 65.

In October 2017 we held our Annual General Meeting in Swindon. An account of the meeting can be found on page 67.

We are a founder member of the International National Trusts Organisation (INTO) and we host the INTO Secretariat at our London office, 20 Grosvenor Gardens, London SW1W 0DH. INTO is a registered charity in the UK (charity number 1128224) with the object 'to promote the conservation and enhancement of the natural and cultural heritage of all nations for the benefit of the people of the world'.

## Structure and internal control

### Structure, governance and management

#### *Statement of the Board's responsibilities as Trustees*

The Trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and the group and of the incoming resources and application of resources of the Charity/group for that period.

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP) in the preparation of Charity accounts in accordance with the applicable Accounting Standards in the UK;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going-concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and group and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the National Trust Act 1971. 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 Charity and financial information included on the Charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.



### Governance volunteers and induction arrangements

A number of people are involved, all in a voluntary capacity, in our governance processes. This section of the report describes the ways in which these volunteers play a role in supporting the management and administration of the Trust.

Since 1 September 2005 we have been responsible as Trustees for the administration and management of the National Trust. We currently comprise 10 members, all appointed by the Council, following the recruitment processes set out in The Charities (National Trust) Order 2005.

Recommendations for the appointment of Trustees are made to the Council by a Nominations Committee set up for that purpose. Currently four of our Trustees are Council members, with the remainder being external appointments. An induction programme is designed for each new Trustee to inform them about the Trust's structure, strategy, financial planning arrangements and the delegation framework which shapes the Trust's decision-making processes. This is facilitated by the Secretary and is delivered through meetings with other members of the Board and individual meetings with members of the Executive Team. Regional visits hosted by our local teams help our new Trustees understand our operational ways of working, how our strategic objectives are delivered and the challenges the Trust faces.

### Committees of the Board of Trustees

We have three standing committees which help us with our work. Their members are listed on page 66 of this report.

#### *The Audit Committee*

This assists us in discharging our oversight responsibilities, by overseeing the financial reporting process in order to review the balance, transparency and integrity of our published financial information. It also reviews the effectiveness of the Trust's internal control, risk management and compliance systems, the Trust's internal audit function and the external audit function, including recommending and assessing the performance of the external auditor. During the year, the Audit Committee conducted the planned re-tender for external audit services and recommended to the Board of Trustees the appointment of KPMG for the 2017/18 financial year.

#### *The Investment Committee*

This reviews the management of our investments on our behalf. The Committee recommends to the Board of Trustees an appropriate investment strategy, advises on the selection of investment managers and monitors their performance against agreed benchmarks.

#### *The Senior Management Remuneration Committee*

This manages the remuneration and terms of employment of senior managers in the National Trust, and reviews the Trust's succession planning and development activities for senior management.

### The Council

The Council (whose members are listed on page 65) provides a wide range of expertise and a forum for debate about the major issues affecting the Trust. The Council appoints the Board of Trustees and monitors its performance. It also appoints the Chair and Deputy Chair of the Trust. The Council's report to members on its activities is presented on page 27. There are a number of Nominations Committees which are set up by the Council to help with various appointment and election activities throughout the year.

In 2015 a number of changes to the Trust's governance were agreed. One of these was to reduce the number of Council members from 52 to 36. The reduction is being achieved on a gradual basis so that the Council reduces to 36 members during 2018. At the end of 2017/18 the number of Council members was 46.

### Service arrangements

All our volunteers described in the above groups are unpaid, although expenses are reimbursed.

### Historic House Hotels Limited

Historic House Hotels Limited is a wholly owned subsidiary of the National Trust and runs three hotels held on leases from the National Trust. One of the hotels, Hartwell House, is in turn leased by the National Trust on a long lease from the Ernest Cook Trust. The Board of Directors of Historic House Hotels Limited is responsible for the company's activities. The directors of Historic House Hotels Limited are listed on page 66. The performance of Historic House Hotels Limited during 2016/17 and 2017/18 is set out in Note 5 to the financial statements.

### The National Trust (Enterprises) Limited

The National Trust (Enterprises) Limited is a company wholly owned by the National Trust. It forms the Trust's general trading arm, responsible for running the commercial activities such as retail. It gift aids its taxable profits to the Trust.

The Board of The National Trust (Enterprises) Limited is responsible for its activities. The Board's members (appointed by the Board of Trustees) include both non-executives and senior Trust staff. The Board performs the same role as any company board, overseeing the running of the company, reviewing the major risks facing the company, agreeing and monitoring its budget, approving major expenditure and approving its annual report and financial statements.

The members of the Board of The National Trust (Enterprises) Limited as at 28 February 2018 are listed on page 66. The performance of The National Trust (Enterprises) Limited during 2016/17 and 2017/18 is set out in Note 5 to the financial statements.

## National Trust (Renewable Energy) Limited

National Trust (Renewable Energy) Limited is a company wholly owned by the National Trust. The Trust has a Renewable Energy Investment Programme, part of which involves trading the electricity we generate through renewable energy projects by selling it to the National Grid. National Trust (Renewable Energy) Limited carries out this trading. It gift aids its taxable profits to the Trust.

The Board of National Trust (Renewable Energy) Limited is responsible for its activities. The Board's members (appointed by the Board of Trustees) include both non-executives and senior Trust staff. The Board performs the same role as any company board, overseeing the running of the company, reviewing the major risks facing the company, agreeing and monitoring its budget, approving major expenditure and approving its annual report and financial statements.

The members of the Board of National Trust (Renewable Energy) Limited as at 28 February 2018 are listed on page 66. The performance of National Trust (Renewable Energy) Limited during 2016/17 and 2017/18 is set out in Note 5 to the financial statements.

## Countryside Commons Limited

Countryside Commons Limited was set up to enable the National Trust to keep the ownership of common land separate from some of the rights over commons. This makes the management of commons easier.

The Board of Countryside Commons Limited is responsible for its activities. The Board's members (appointed by the Board of Trustees) are all senior National Trust staff. The Board oversees the running of the company and approves its annual report and financial statements.

The members of the Board of Countryside Commons Limited as at 28 February 2018 are listed on page 66. The performance of Countryside Commons Limited during 2016/17 and 2017/18 is set out in Note 5 to the financial statements.

## Executive Team

The Executive Team comprises senior Trust staff who support the Director-General in fulfilling her responsibilities. The Executive Team formulates strategy for the Board of Trustees' consideration and approval, ensures its delivery and oversees the day-to-day operation of the Trust. A list of its members is on page 66.

The Board of Trustees delegates various functions to the Executive Team and other staff, via the Director-General. These functions are summarised in a Scheme of Delegation.

## Risk Management

Our risk management processes help us identify and manage the most significant risks to the Trust. By significant we mean those that could stop us achieving our strategic objectives or have a significant detrimental impact on the organisation. There is a range of possible impacts which need to be considered such as financial, operational, reputational or environmental.

The Trustees are ultimately responsible for risk management and we are satisfied the Trust has appropriate risk management processes in place. The Audit Committee supports the Board of Trustees in forming this view by receiving quarterly reports from the Executive Team on the most significant risks and how they are being managed. The Audit Committee is also provided with an annual opinion from Internal Audit on the effectiveness of the Trust's risk management process.

In addition to the annual opinion on risk management, our Risk and Assurance Team deliver a three-year rolling programme of risk-based internal audits supported by the accountancy firm Deloitte LLP. The results of all internal audit work are reported to the Executive Team and Audit Committee each quarter, including progress in implementing any internal audit recommendations.

Risk management is a standing agenda item at each quarterly Audit Committee meeting which provides an opportunity for members of the Audit Committee to challenge the Executive Team on whether they have identified the key risks, whether they are taking sufficient mitigating actions to manage the risks and the effectiveness of the internal controls. Each risk is owned by a member of the Executive Team indicating ultimate accountability for ensuring it is managed. The Executive Team will usually delegate responsibility for the actions which need to be taken to a member of their functional or regional team. Owners of the most significant risks are periodically invited to the Audit Committee to present a deep dive which enables the Audit Committee to understand how risks are being managed in line with risk appetite.

As Trustees, we concentrate our efforts on ensuring that the most significant risks are being identified and managed effectively. We participate in risk identification through periodic risk workshops and the most significant risks are reported to us twice a year.

During 2017/18 the three most significant risks to our Strategy were identified as follows:

- **Continued relevance with our audience.** Relevance is one of the core audience KPIs that we measure and it is affected by everything that we do. This year, we are working with a new brand research agency to ensure we track relevance much more effectively for our different audiences and build our understanding of the levers that drive it. For all audiences, relevance is a combination of feeling aligned to our values and having a good experience of our places. Our audience segmentation research has helped us understand the different value sets of our audiences which we will use to target our communications better. We also measure visitor enjoyment and service provided which helps tell us how much what we are offering at properties meets visitors' changing expectations. We plan to introduce other, new ways of measuring how engaged supporters feel in our work and cause.

Alongside improving our ability to measure supporters' responses, we are continuing to deepen our connections with people in ways intended to take them beyond a relationship with the Trust that is transactional to one that is emotional. This becomes more challenging as our supporter base grows. In other words, we aim for people to support our broader cause as well as enjoying great days out. This is why we are putting more emphasis on the important benefits our places give to people in our content, on interpretation and programming at properties and we are developing closer links between our curatorial and visitor experience staff. We are also investing in marketing systems so that we can personalise marketing to individuals and make the most of digital and direct media.

- **Brexit – risk to, and opportunity to influence, farm funding and environmental regulatory safeguards.** Last year we flagged that Brexit would seriously affect public funding for farming, the policies that govern agriculture and the overarching legislation that protects the wider environment. We have been working hard since then to understand and influence the new direction that Government policy will take, mindful of the core impacts change will have on our own farming tenants, the way the environment is managed and protected in the wider countryside and thus our strategic ambition to help restore nature within and beyond our boundaries.

We can report some success in promoting and achieving wider buy-in, including from Government, to the concept of public money for public benefit i.e. that public funding for farming should be directly related to the wider benefits to society that it can deliver and for which no market exists. The primary recipient of these benefits is widely described as the natural environment. We continue to build common ground with farming and land management bodies, as well as with environmental organisations, to secure the levels of public investment in nature friendly farming that we believe is necessary post-Brexit.

Working with environmental and land management partners, including our tenants, we have developed ideas and practical trials for how post-Brexit farming and environment schemes might work, including a high profile trial of a 'payments for outcomes' approach at Malham in the Yorkshire Dales. We can also report real progress in developing ideas for how farmers might adopt nature-friendly farming methods as a core part of their future business resilience, including innovative ideas for how a private market for delivering slow, clean water might be established and operate.

- **Pension deficit.** The actuarial estimate of the funding shortfall on the defined benefit pension scheme stands at £113 million as at the end of February 2018. The year on year reduction of £74 million is the result of a slightly higher discount rate, lower inflation expectations and decreased longevity assumptions, all of which decrease the value placed on the Scheme's liabilities. This has resulted an improved Conditional Funding Deed ratio of 8.49 (prior year 4.91, conditional funding deed trigger is 4.00).

Regardless of the recent improvements in the valuation, the existence of the deficit remains a long term risk to the Trust. In order to address this the Trust has agreed to contribute a further £3.7 million per annum for the remaining recovery period of eight years agreed with the pension trustees, Work is underway to agree long term objectives that will reduce the risk of the scheme further, with a workshop

scheduled in June 2018 between pension trustees and National Trust management. To date the National Trust has relied entirely on surpluses from its commercial activities to fund the repayment plan, and we do not envisage this changing.

## Health & safety and operational risk management

The health and safety of our visitors, staff and volunteers is paramount and we take our responsibilities seriously. We recognise that conservation, access and the visitor experience could be compromised by adopting an approach to health and safety that is too risk-averse. We have, therefore, adopted a pragmatic and proportionate approach that balances risk and benefit with conservation considerations. We also believe it is reasonable to expect visitors to take some personal responsibility for their own safety and make their own decisions regarding the risks they are willing to accept. Our approach aims to avoid unnecessary restrictions on access and to ensure that we do not detract from people's enjoyment and sense of freedom and adventure. We continue to work closely with our partners in the Managing Visitor Safety Group and we apply the guiding principles outlined in their publications, 'Managing Visitor Safety in the Countryside' and 'Managing Safely in the Historic Build Environment'.

We continue to have close links with Swindon Borough Council and the Health and Safety Executive (HSE) via our unique tripartite agreement. This gives us a direct access to the HSE and Local Authorities and enables us to discuss issues of concern with them on a national basis. We also continue with our primary authority partnership agreement with London Fire and Emergency Planning Authority for fire safety related matters.

In 2017/18 we experienced an increase in the total number of reported accidents compared to the previous financial year, from 4,080 in 2016/17 to 4,456. This increase may be a reflection of increasing visitor numbers throughout the year compared to last. In addition, when considered in the context of the total number of visits to our sites (estimated to be in the region of 200 million visits per year) this figure is statistically very low and does not give undue cause for concern. The majority of the accidents reported internally were relatively minor in nature. Compared to 2016/17 there were fewer (82 compared to 84) more serious incidents which required reporting to enforcing authorities, which continues a year-on-year decreasing trend.

We record with regret the fatalities that occur each year on Trust land. During the last financial year there were 20 reported fatalities. These were primarily suicides or caused by natural causes. These are traumatic for the families concerned, and for staff who have to deal with them. The Trust is not subject to enforcement action as a result of any of the fatalities which occurred this year.

The total number of reported fire-related incidents increased against last year (219 compared to 193). However, the majority of these were low-level incidents such as, incidents on our let estate, outdoor fires or incidents which were contained by our approach to fire prevention.

There were 1285 reported security incidents in the year which is an increase on the previous year's figures (940). Regrettably anti-social behaviour and criminal damage are increasing. Despite the overall increase the number of such security incidents remains low in comparison to the number of visitors accessing our sites.

Feedback from properties indicates that the Operational Risk Team, who assist properties with health and safety, fire safety, security, access and environmental compliance, continue to work effectively in collaboration with local property staff to help them to understand and appropriately mitigate their risks.

## Fraud, Bribery and Theft

With information increasingly being held digitally, we recognise that any digital fraud or theft would have a greater impact than it would ever have done in the past. To adequately protect our information we have invested in both preventative and monitoring controls. We also ensure we remain abreast of cyber developments to ensure we swiftly respond to any changes in the cyber risk landscape.

The Bribery Act came into effect in 2010 and introduces the offences of offering or receiving bribes, bribery of foreign public officials and of failure to prevent a bribe being paid on an organisation's behalf, all of which apply to charitable organisations. The Trust will not accept illegal payments, allowances or gifts in kind, and staff and volunteers are required to report any bribery proposition made to them in connection with the Trust that may warrant investigation. An independent external whistleblowing hotline is in place for staff and volunteers to report any suspected fraud, bribery or theft with arrangements in place to investigate any reported incidents. A Fraud, Bribery and Theft Instruction has been documented which clearly states the Trust's position with regard to bribery, fraud and theft and what is expected of staff and volunteers. Both the Fraud, Bribery and Theft Instruction and the use of the Whistleblowing Hotline and the nature of issues raised is monitored and reviewed annually by the Audit Committee who also consider the control implications of significant incidents of suspected fraud as they occur.

We are pleased to present the Trustees' Report to our members.



**Tim Parker**  
**Chair**

25 July 2018

# Annual Report of the Council 2017/18

## Introduction

The key roles of the Council are to appoint the Board of Trustees and to hold the Board to account. Our role is separate from, but complementary to, that of the Board, which is legally responsible for all aspects of the National Trust. The Board's role is to hold the Director-General and her staff to account for the delivery of the Board's strategy. The Council acts as a critical friend to the Board and as a 'guardian of the spirit of the National Trust', making sure we uphold the vision of our founders in the context of a rapidly changing environment.

The following short report offers readers an overview of the Council's activities during 2017.

## Carrying out our role

One of most important roles this year was to conduct a review of the performance of our Chair, Tim Parker, during his first three-year term. This enabled the Council to reappoint Tim as Chair of both the Council and the Board of Trustees for a second term with effect from 8 November 2017, with a high degree of confidence. During the year there were other important changes to the Board. Clare Broom and Rick Wills stood down at the end of August having completed two terms. Nick Stace was appointed for an initial term from 1 September 2017 and, following reviews of their performance and contributions, David Smart, John Sell and Sandy Nairne were appointed for second three-year terms. Finally, Gus Casely-Hayford stood down from the Board after just over one year, having been appointed as the Director of the Smithsonian National Museum of African Art in Washington. While it is unusual to lose a Trustee so early in his tenure, given the exceptional calibre of the Board members, the Council recognises that occasionally this will happen.

2017 was yet another record-breaking year for the Trust, a performance which included attracting our five millionth member ahead of plan. This excellent performance came amidst real global uncertainty, not least the potential implications of Brexit. While the Trust is currently enjoying a well-earned period of strong performance, it is even more important for the Council to act as critical friend to the Board, supporting and challenging Trustees in their ambition for even greater success.

The Council continues to refine its role of holding the Board to account by engaging throughout the year, rather than mainly during our three annual meetings, as has been the practice. Following a successful trial, work is now underway to enable Council members to operate in 'virtual' groups during the year, focusing on key issues of interest to us. At least one Board member helps each group to understand the Board's perspective on these issues. It is hoped that by next year this process will be successfully embedded, resulting in more effective use of the Council. An annual cycle of key activities for both Board and Council is now in use and enables the Council to focus and potentially influence some of the Board's major decisions.

Each year the Council, the Board and the Director-General and senior members of her team, spend a few days together visiting one of the Trust's regions. This enables us to hear at first hand from the region's staff and volunteers the challenges they face and their perspective on the Board's strategy and plans. It also offers us the one opportunity in the year when we spend meaningful time with each other, so improving our mutual understanding and enabling us to work better together. This year we visited the south west region, basing ourselves in Bournemouth.

Our visit was designed to demonstrate various aspects of the Trust's strategy and included a trip to Purbeck's countryside and coastline ('a healthier, more beautiful natural environment') and Kingston Lacy ('looking after what we've got' and 'growing support'). At both locations we received briefings at national, regional and local levels, and experienced at first hand many of the issues discussed. This model was deemed to be very effective and, combined with the opportunity to engage with staff, volunteers and visitors on a variety of issues in which the Council has an interest, enabled us to get the most out of our short time in the region. The model also enables us to monitor the Board's performance more effectively. This year Board members were scrutinised in depth by the Council on the challenges of growth, and Brexit in general, including the future of farming. We are pleased to report that overall we concluded that the Board was fulfilling its role very well.

A full list of Council members is set out on page 65.

## Become involved

If you have read this report, the chances are that you have a serious interest in the work of the National Trust and that you have voted in the annual election of Council members. For that we thank you very much! What about taking the next step and putting yourself forward as a candidate next year? With fewer Council members, it is even more important for the Trust to have a wide diversity of applicants to choose from. Information about how to apply can be found on our website with applications usually sought each March:

[www.nationaltrustjobs.org.uk](http://www.nationaltrustjobs.org.uk)



**Tim Parker**  
Chair

25 July 2018



**Barbara Cooper**  
Senior Member of the Council

25 July 2018

## Consolidated Statement of Financial Activities for the year ended 28 February 2018

	Note(s)	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total 2018 £'000	2017 £'000
<b>Income and endowments from:</b>						
<b>Donations and legacies</b>						
Appeals and gifts		1,815	11,366	-	13,181	11,525
Legacies		33,944	17,876	118	51,938	61,693
Operating grants and contributions	2	115	5,706	-	5,821	6,144
<b>Other trading activities</b>						
Enterprise and renewable energy income	5	73,412	-	-	73,412	72,852
Hotel income	5	-	8,368	-	8,368	8,135
<b>Investments</b>	19	6,962	8,291	13,914	29,167	25,540
		116,248	51,607	14,032	181,887	185,889
<b>Charitable activities</b>						
Membership income	3	219,765	-	-	219,765	200,741
Project grants and contributions	2	-	12,214	-	12,214	11,770
Direct property income	4	142,818	36,959	-	179,777	170,904
		362,583	49,173	-	411,756	383,415
<b>Other</b>						
Other income	7	631	531	70	1,232	22,438
<b>Total income</b>		479,462	101,311	14,102	594,875	591,742
<b>Expenditure on:</b>						
<b>Raising funds</b>						
Fundraising costs	11	3,601	-	-	3,601	3,315
Enterprise and renewable energy costs	5, 11	52,642	-	-	52,642	53,832
Hotel costs	5, 11	-	8,226	-	8,226	8,066
Investment management costs	11, 19	1,798	1,974	3,523	7,295	5,522
		58,041	10,200	3,523	71,764	70,735
<b>Charitable activities</b>						
Property operating costs	11	208,506	69,722	-	278,228	255,611
Expenditure on property projects	11, 12	83,758	54,586	41	138,385	139,304
Acquisitions	11, 18	8,031	3,434	-	11,465	10,030
Internal conservation and advisory services	11	50,993	1,536	-	52,529	46,183
Membership costs	11,13	52,883	205	-	53,088	45,543
		404,171	129,483	41	533,695	496,671
<b>Total expenditure</b>	15	462,212	139,683	3,564	605,459	567,406
<b>Net (expenditure)/income before gains on investments</b>	15	17,250	(38,372)	10,538	(10,584)	24,336
<b>Net gains on investments</b>	15, 19	15,103	17,252	30,722	63,077	190,302
<b>Net income</b>	15	32,353	(21,120)	41,260	52,493	214,638
Transfers between funds	15	4,341	17,710	(22,051)	-	-
<b>Other recognised gains/(losses):</b>						
Actuarial gains/(losses) on defined benefit pension scheme	15, 25	83,592	-	-	83,592	(94,864)
<b>Net movement in funds</b>		120,286	(3,410)	19,209	136,085	119,774
Fund balances brought forward	15	189,720	473,665	581,495	1,244,880	1,125,106
<b>Fund balances carried forward</b>	15, 16	310,006	470,255	600,704	1,380,965	1,244,880

The net expenditure of unrestricted funds is analysed between the General Fund, designated funds and pension deficit in Note 15. All amounts above derive from continuing operations and the National Trust has no recognised gains or losses other than those passing through the Consolidated Statement of Financial Activities. There is no material difference between the net income/(expenditure) before transfers and their historical cost equivalents.

The Prior Year Consolidated Statement of Financial Activities is provided in Note 31.

## Balance Sheets as at 28 February 2018

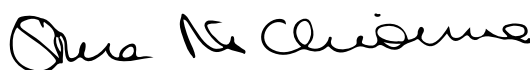
	Note(s)	Consolidated		The Charity	
		2018 £'000	2017 £'000	2018 £'000	2017 £'000
<b>Fixed assets</b>					
Intangible assets	17	23,172	30,831	23,172	30,831
Tangible assets	17	167,857	164,026	165,211	161,390
Investments	19	1,317,485	1,192,237	1,314,985	1,189,737
Investment in subsidiary undertakings	5	-	-	19,382	19,382
		<b>1,508,514</b>	<b>1,387,094</b>	<b>1,522,750</b>	<b>1,401,340</b>
<b>Current assets</b>					
Stocks and work in progress	20	12,389	10,405	2,298	1,388
Debtors: amounts falling due within one year	21	137,448	121,522	144,660	125,011
Debtors: amounts falling due after more than one year	21	-	6,842	-	6,842
Cash at bank and in hand	19, 24	3,003	45,025	1,279	44,862
Total current assets		<b>152,840</b>	<b>183,794</b>	<b>148,237</b>	<b>178,103</b>
<b>Current liabilities</b>					
Creditors: amounts falling due within one year	22	(96,762)	(94,128)	(106,230)	(102,526)
<b>Net current assets</b>		<b>56,078</b>	<b>89,666</b>	<b>42,007</b>	<b>75,577</b>
Total assets less current liabilities		<b>1,564,592</b>	<b>1,476,760</b>	<b>1,564,757</b>	<b>1,476,917</b>
Creditors: amounts falling due after one year	22	(58,407)	(20,796)	(58,407)	(20,796)
<b>Net assets excluding pension liability</b>		<b>1,506,185</b>	<b>1,455,964</b>	<b>1,506,350</b>	<b>1,456,121</b>
Defined benefit pension liability	25	(125,220)	(211,084)	(125,220)	(211,084)
<b>Net Assets including pension liability</b>		<b>1,380,965</b>	<b>1,244,880</b>	<b>1,381,130</b>	<b>1,245,037</b>
<b>The funds of the charity:</b>					
Endowment funds	15, 16	600,704	581,495	600,624	581,415
Restricted income funds	15, 16	470,255	473,665	470,500	473,902
<b>Total restricted funds</b>		<b>1,070,959</b>	<b>1,055,160</b>	<b>1,071,124</b>	<b>1,055,317</b>
Designated funds	15, 16	340,289	323,582	340,289	323,582
General Fund	15, 16	94,937	77,222	94,937	77,222
<b>Unrestricted income funds excluding pension reserve</b>		<b>435,226</b>	<b>400,804</b>	<b>435,226</b>	<b>400,804</b>
Pension reserve	15, 16	(125,220)	(211,084)	(125,220)	(211,084)
<b>Total unrestricted income funds</b>		<b>310,006</b>	<b>189,720</b>	<b>310,006</b>	<b>189,720</b>
<b>Total charity funds</b>	15, 16	<b>1,380,965</b>	<b>1,244,880</b>	<b>1,381,130</b>	<b>1,245,037</b>

The financial statements on pages 28 to 64 were approved by the Board of Trustees on 25 July 2018 and signed on its behalf by:



**Tim Parker**  
Chair

25 July 2018



**Orna NiChionna**  
Deputy Chair

25 July 2018

## Consolidated Cash Flow Statement for the year ended 28 February 2018

	Note(s)	2018 £'000	2017 £'000
<b>Cash flows from operating activities:</b>			
Net cash used in operating activities	24	(17,429)	(17,135)
<b>Cash flows from investing activities:</b>			
Investment income		29,167	25,540
Purchase of investments		(498,136)	(546,259)
Proceeds on sale of investments		441,176	585,701
Other movements in investment cash		(4,005)	(31,404)
Purchase of tangible fixed assets		(28,640)	(23,419)
Proceeds on sale of tangible fixed assets		773	190
<b>Net cash provided by / (used in) investing activities</b>		<b>(59,665)</b>	<b>10,349</b>
<b>Cash flows from financing activities:</b>			
Receipt of endowments		72	8,216
Cash drawn under revolving credit facility		35,000	-
<b>Net cash provided by financing activities</b>		<b>35,072</b>	<b>8,216</b>
<b>Change in cash and cash equivalents in the reporting period</b>	24	<b>(42,022)</b>	<b>1,430</b>



# 1 Accounting Policies

The financial statements have been prepared in accordance with the provisions of the Statement of Recommended Practice 'Accounting and Reporting by Charities' issued in January 2015 ('SORP 2015'), the Charities (Accounts and Reports) Regulations (2008), the Charities Act (2011) and applicable Accounting Standards in the United Kingdom.

Additionally, the National Trust is governed by Acts of Parliament – the National Trust Acts. The National Trust Act (1971) ('the Act') lays down legally binding requirements and provisions that are relevant to the way the Trust prepares its annual financial statements. Accordingly, the Trust has prepared its financial statements based upon the requirements and provisions within the Act.

An important provision set out in the Act relates to the Trust's heritage assets. The Trust considers its inalienable property and other property or personal chattels held in trust, or acquired by the Trust for preservation, to be heritage assets. The Act permits the Trust not to include a value for these assets in the financial statements and hence to depart from the requirements of FRS 102 section 17 – Property, Plant and Equipment and the capitalisation provisions of FRS 102 section 34 – Heritage Assets. Accordingly, no amounts have been included in the Parent Charity or Consolidated Balance Sheets in respect of heritage assets. The Trust has considered this position carefully and has concluded that the inclusion of heritage assets on its balance sheet would not be appropriate, given that any value attributable to these properties would be subjective and would be more than outweighed by the obligation to maintain them in perpetuity.

The Trust has adopted the disclosure requirements set out in FRS 102 section 34. Detailed information concerning the nature, scale and significance of the Trust's heritage asset holdings and policies for acquisition, management and care of this property are set out in Note 18.

## Accounting convention

The financial statements are prepared on a going-concern basis under the historical cost convention (as modified by the revaluation of investment properties and listed investments to market value) and in accordance with applicable accounting standards in the United Kingdom, which have been consistently applied. The going-concern basis is considered appropriate due to the strength of the Trust's balance sheet,

which would allow the Trust to continue to operate in the event that there was either a significant and prolonged reduction in income or an unexpected increase in costs, or both.

## Basis of consolidation

The consolidated financial statements consist of the Charity and its subsidiaries: The National Trust (Enterprises) Limited, Historic House Hotels Limited, National Trust (Renewable Energy) Limited and Countryside Commons Limited. The National Trust has taken advantage of the exemption available not to present a Statement of Financial Activities for the Charity. The net income of the Charity is disclosed in Note 15 to the financial statements. The turnover and expenditure of the subsidiaries are included within the Consolidated Statement of Financial Activities. The assets and liabilities of the subsidiaries are included on a line-by-line basis in the Consolidated Balance Sheet in accordance with FRS 102 section 9 – Consolidated and Separate Financial Statements. Uniform accounting policies are adopted throughout the group and any profits or losses arising on intra-group transactions are eliminated in the Consolidated Statement of Financial Activities.

## Income

Income is shown within five categories in the Consolidated Statement of Financial Activities:

- Income from donations and legacies
- Income from charitable activities
- Income from other trading activities
- Income from Investments
- Other income

Income from donations and legacies includes appeals and gifts, legacies, operating grants and contributions. Income from charitable activities includes membership income, project grants and contributions and direct property income. Income from other trading activities includes enterprise, renewable energy and hotel income (activities undertaken by the Trust's trading subsidiaries). Other income includes the net gains arising on the disposal of alienable operational properties and in 2016/17 proceeds from the buy-out of a long lease.

## Appeals and gifts

Appeals and gifts are recognised when the cash is received. Gift Aid thereon is accounted for on a receivable basis and is added to restricted funds or unrestricted funds as appropriate. Where the use of the income has been restricted in accordance with the donor's wishes, appeals and gifts income is credited to an appropriate fund until it can be spent for the purpose for which it was given. No value is placed on heritage assets gifted to the Trust in accordance with the National Trust's policy on heritage assets.

## Legacies

Legacies are accounted for on a receivable basis. Pecuniary legacies are recognised following formal notification from the estate. Residuary legacies are recognised only when the National Trust's interest can be measured, which is normally on grant of probate. Bequeathed properties awaiting sale are included in legacy income at their probate value when the National Trust takes ownership of the property. Where there are uncertainties surrounding the measurement of the Trust's entitlement to an estate, or there is a prior or life interest before the legacy comes to the Trust, no income is recognised (see Note 28). No value is placed on heritage assets bequeathed to the Trust.

## Grants and contributions

Grants and contributions are accounted for on a receivable basis when the National Trust has probable and measurable entitlement to the income (i.e. the conditions for its award have been satisfied). Operating grants relate to property operating activities, and project grants relate to expenditure on property projects, acquisitions and also fund property development projects (which are capitalised).

# 1 Accounting Policies (continued)

## *Enterprise, hotels and renewable energy income*

The National Trust holds 100% of the issued share capital of The National Trust (Enterprises) Limited, Historic House Hotels Limited, National Trust (Renewable Energy) Limited and Countryside Commons Limited. The turnover of The National Trust (Enterprises) Limited is recognised in the period in which a sale is made. Hotel revenue from rooms, food and beverages is recognised on a daily basis. Income from spa membership fees is recognised evenly over the period of the membership. The income of National Trust (Renewable Energy) Limited includes hydro-electric power income which is recognised in the period in which it is generated.

## *Investment income*

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

## *Membership income*

Income that is attributable to visits that members will make to National Trust properties is deferred and released to the Consolidated Statement of Financial Activities over the period to which the membership relates. The portion of life membership subscriptions deemed to be of the nature of a gift is recognised in full in the year in which it is received, with the remainder deferred and released to income in equal instalments over the average period over which the life membership is expected to be used. Gift Aid and deed of covenant income resulting from membership is matched to the period to which it relates, as is all other income.

## *Direct property income*

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

## *The contribution of volunteers*

In accordance with Charities SORP 2015, no amounts have been included in these financial statements to reflect the value of services provided free of charge to the National Trust by volunteers. Volunteer roles range from house guides and countryside rangers to project management and IT support.

## **Expenditure**

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

The Consolidated Statement of Financial Activities defines costs in two specific categories:

- Raising funds
- Charitable activities

Raising funds includes fundraising costs incurred in seeking voluntary contributions. Costs of charitable activities relate to the work carried out on the core purposes of managing our properties, conservation projects, acquisitions, education initiatives and membership services.

Support service costs are allocated to expenditure on raising funds and charitable activities on the basis of staff costs or on the estimated time spent by the support service if this is more appropriate. More detail is provided in Note 14. Governance costs, included within support service costs, are those incurred in connection with the administration of the Charity, compliance with constitutional and statutory requirements and the costs of executive management and strategic governance of the Charity.

## *Property operating costs*

Property operating costs relate to the day-to-day running costs of National Trust properties and are charged to expenditure in the year they are incurred.

## *Expenditure on property projects*

These costs include cyclical repair work to buildings, backlog work, the costs of conservation of contents and conservation improvement work such as restoration or improvements in land condition and biodiversity and are charged to Resources Expended in the year they are incurred.

## *Recognition of liabilities*

Liabilities are recognised when an obligation arises to transfer economic benefits as a result of past transactions or events.

## *Pension costs*

The defined benefit pension scheme, which is closed to new entrants and future accrual, provides benefits based on final pensionable salary. The costs of providing pension benefits under the defined benefit pension scheme have been recognised in accordance with FRS 102 section 34 – Retirement Benefit plans: Financial Statements.

Under FRS 102 section 34, the assets and liabilities of the pension scheme are essentially treated as assets and liabilities of the sponsoring employer – the National Trust. The operating costs of providing retirement benefits to employees are recognised in the period in which they are earned by employees, and finance costs and other changes in the value of pension plan assets and liabilities are recognised in the period in which they arise.

The pension costs for the Trust's defined contribution scheme, its other money purchase schemes and the defined contribution scheme operated by Historic House Hotels Limited, are charged in the year they are incurred.

## *Operating leases*

Rentals applicable to operating leases are charged to the Consolidated Statement of Financial Activities on a straight-line basis over the life of the lease and to the activity to which the lease charges relate: enterprise costs, hotel costs, property operating costs, conservation and advisory services, membership, recruitment, publicity and education and support services.

## **Intangible fixed assets and amortisation**

Computer software is stated at historic purchase cost less accumulated amortisation and accumulated impairment losses. Software is amortised over its estimated useful life, of between three–seven years, on a straight-line basis.

# 1 Accounting Policies (continued)

## Tangible fixed assets and depreciation

Tangible fixed assets are stated at historic purchase cost less accumulated depreciation with the exception of administrative properties. Individual assets costing less than £1,000 are written off in the year of purchase and treated as property operating costs or support services as appropriate.

Properties owned and occupied for administrative purposes are stated at cost. No depreciation is charged on administrative properties as the lives of the properties are considered to be so long and residual values based on cost to be high enough to ensure that there is no significant annual depreciation.

Property Development Projects constitute structural improvements, new buildings and associated fit-out costs incurred at National Trust properties to improve visitor and commercial infrastructure. Associated costs are capitalised and written off over their useful economic lives.

An annual review takes place to establish any permanent diminution in the value of tangible fixed assets. Depreciation has been calculated so as to write off the cost of the assets in equal annual instalments over their useful lives, not exceeding the following:

Plant and equipment	4–10 years <sup>19</sup>
Motor vehicles	3–4 years
IT hardware	3–7 years <sup>19</sup>
IT software	3–7 years
Fit-out costs	5–10 years <sup>19</sup>
Structural improvements and new buildings	20–30 years <sup>19</sup>
Renewable energy	10–25 years <sup>19</sup>

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

## Heritage assets

The Trust does not capitalise heritage assets in accordance with the Act. All costs relating to the acquisition, restoration and ongoing maintenance of heritage assets are charged to Resources Expended in the year in which they are incurred.

## Investments

All listed investments (including derivative-based instruments) are stated at market value at the balance sheet date. Unlisted private equity investments are measured at fair value through the Consolidated Statement of Financial Activities, using a selection of valuation methodologies depending upon the nature, facts and circumstances of the underlying holdings.

The movement in valuation of investments is shown in the Consolidated Statement of Financial Activities and comprises both realised and unrealised gains and losses. Investment properties are included at valuation on an open market, existing-use basis. Valuations are carried out on an annual basis and are mainly undertaken by the Trust's own professionally qualified surveyors.

The investments held in the subsidiary undertakings are held at cost or at fair value at acquisition.

## Interests in joint ventures

The Trust has a joint venture with the Canal and River Trust that is established through an interest in a company limited by guarantee. The Group recognises its interest in the entity's assets and liabilities using the equity method of accounting in accordance with FRS 102 section 15 'Investments in Joint Ventures.' The name of the joint venture, the nature of its business and details of the interest held by the Trust are disclosed in Note 5 to these financial statements. Intra-Group balances and transactions, and any unrealised gains arising from intra-group transactions with the joint venture, are eliminated in preparing the consolidated financial statements.

## Stocks

Stocks are stated at the lower of weighted average cost and net realisable value after making due provision for slow-moving and obsolete items. Stocks consist of trading stocks, building materials and other (including livestock and sundry farm stocks).

## Financial instruments

The charity only has financial assets and financial liabilities that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value. Other derivative-based assets included in the investment portfolio are held at their fair value.

## Funds

These divide into two distinct categories: unrestricted and restricted.

### Unrestricted funds

The use of these funds has not been restricted to a particular purpose by donors or their representatives. They are subdivided into the General Fund and designated funds.

#### General Fund

The General Fund is the working fund of the Trust and is available for use at the discretion of the Trustees in furtherance of the Charity's objectives. Among the uses of the General Fund are the general administration of the Trust, the servicing of membership and publicity. The General Fund also provides funding for property operating and projects expenditure where properties are unable to fund project and repair work using their own reserves.

#### Designated funds

Designated funds are those which have been allocated by the Trustees for particular purposes. Further information on the nature and basis of the various designated funds used by the Trust is given on pages 42 to 43.

### Restricted funds

#### Restricted income funds

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

#### Endowment funds

Many of the properties held for preservation are supported by endowments. Endowments typically arise when donors or grant-giving bodies provide funds on the condition that they must be retained in order to generate investment income for the long-term needs of a property.

The Trust is in a unique position requiring it to commit to the perpetual upkeep and maintenance of its inalienable property and, as such, it is important that it is able to provide funds for its future as well as its current needs. The Trust has therefore, where it has felt it appropriate, also used its own funds to create endowments or to augment existing donor-provided endowments. The Trust makes these fund transfers after due assessment of the capital requirements of a property over the very long term.

<sup>19</sup> Included in Property Development, Plant and equipment in Note

## 1 Accounting Policies (continued)

The funds transferred to create or augment existing endowments are not considered to be legal endowments but they are accounted for as such because the intention is to retain these funds for the very long term. Augmentations to existing funds are accounted for as permanent endowments while transfers to create new funds are considered expendable. The approximate value of expendable endowments at 28 February 2018 was £24 million (2017: £24 million).

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

### Judgements in applying accounting policies and key sources of estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Trust makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

#### (i) Useful economic lives of tangible and intangible assets

The annual depreciation and amortisation charge for assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets.

#### (ii) Stock and Work in Progress provisioning

The largest component of stock and work in progress comprises retail stock. It is necessary to consider the recoverability of the cost of this stock and the associated provisioning required. When calculating stock provisions, management considers the nature and condition of the stock, as well as applying assumptions around anticipated saleability. Stock held as raw materials – such as building materials is assessed in terms of its likely usage.

#### (iii) Impairment of debtors

The Trust makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, the Trust considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience

#### (iv) Defined benefit pension scheme

The company has an obligation to pay pension benefits to certain employees. The cost of these benefits and the present value of the obligation depend on a number of factors, including; life expectancy, salary increases, asset valuations and the discount rate on corporate bonds. Management estimates these factors in determining the net pension obligation in the balance sheet with support from independent external actuaries. The assumptions reflect historical experience and current trends.

#### (v) Valuation of investment properties

The Trust carries its investment properties at fair value, with changes in the fair value being recognised in the Statement of Financial Activities. Fair value is determined by assessing the current market value with reference to independent valuation specialists and internal RICS qualified surveyors.

## 2 Grants and Contributions

	2018 £'000	2017 £'000
Heritage Lottery Fund	5,474	4,738
Natural England*	4,440	6,158
Department for Environment, Food and Rural Affairs*	1,853	1,670
Sport England	1,025	315
HM Treasury	1,000	-
Metropolitan Borough of Stockport	839	779
Arts Council England	489	161
Department of Agriculture & Rural Development Northern Ireland	390	-
Forestry Commission	318	221
Big Lottery Fund	315	-
Newport City Council	285	150
CADW	250	201
Welsh Government	152	-
Natural Resources Wales	144	156
National Heritage Memorial Fund	-	1,500
Peak District National Park Authority	-	227
Others (individually less than £150,000 each in the current year)	1,061	1,638
	<b>18,035</b>	<b>17,914</b>
Operating grants and contributions	5,821	6,144
Project grants and contributions	12,214	11,770
	<b>18,035</b>	<b>17,914</b>

## 3 Membership Income

	2018 £'000	2017 £'000
Annual subscriptions	215,307	196,636
Transfer from life membership equalisation account (Note 22)	4,458	4,105
	<b>219,765</b>	<b>200,741</b>

## 4 Direct Property Income

	2018 £'000	2017 £'000
Charitable trading activities	94,719	88,677
Rents	47,535	45,879
Admission fees	30,460	28,440
Other property income	7,063	7,908
	<b>179,777</b>	<b>170,904</b>

Other property income includes produce sales, room hire and amounts the Trust has charged on to third parties for costs it has incurred. Charitable trading activities are analysed further in Note 6.

\*Grant givers where a proportion of the amounts received include payments under the Common Agricultural Policy (CAP). In the CAP funding year October 2016 to October 2017 the National Trust received £4,956,000 (2016: £8,525,000) in grants from the CAP. Elements of these grants are made available to National Trust tenants and are not recognised as income in the Consolidated Statement of Financial Activities.

## 5 Enterprise, Hotel and Renewable Energy Contribution

The National Trust owns 100% of the share capital of The National Trust (Enterprises) Limited, Historic House Hotels Limited and National Trust (Renewable Energy) Limited. All companies are accounted for as subsidiary undertakings, are registered in the United Kingdom and each year donate by Gift Aid to the National Trust from their surplus taxable income. The National Trust also owns 100% of the share capital of Countryside Commons Limited, which does not currently generate income or incur expenditure but does hold title to common grazing rights.

The initial costs of investment in the Trust's subsidiaries were as follows:

Company	£
The National Trust (Enterprises) Limited	100
National Trust (Renewable Energy) Limited	1
Countryside Commons Limited	100
Historic House Hotels Limited	19,382,000
<b>Total investment in subsidiary undertakings</b>	<b>19,382,201</b>

At 28 February, the reserves of the Trust's subsidiaries were as follows:

Company (Registered number)	Activities		2018 £	2017 £
<b>The National Trust (Enterprises) Limited</b> (1083105)	Retailing, events, sponsorship income and the national raffle	Share capital	100	100
		Profit and loss account	-	-
		Revaluation reserve	80,000	80,000
			<b>80,100</b>	<b>80,100</b>
<b>National Trust (Renewable Energy) Limited</b> (08763161)	Hydro-electricity generation	Share capital	1	1
		Profit and loss account	-	-
			<b>1</b>	<b>1</b>
<b>Countryside Commons Limited</b> (2591470)	Ownership of commons and common rights of grazing	Share capital	100	100
		Profit and loss account	-	-
			<b>100</b>	<b>100</b>
<b>Historic House Hotels Limited</b> (1440570)	The operation of hotels at three historic properties in England and Wales	Share capital	15,700,000	15,700,000
		Profit and loss account	3,004,148	3,008,594
			<b>18,704,148</b>	<b>18,708,594</b>

The gains and losses arising on the investment property held by The National Trust (Enterprises) Limited are taken directly to a revaluation reserve, except that any permanent diminution in value is taken to the profit and loss account in the financial statements of the subsidiary.

The Trust has a joint venture with the Canal and River Trust – Roundhouse Birmingham Limited - that is established through an interest in a company

limited by guarantee. The interest in the joint venture relates to a loan made from National Trust to Roundhouse Birmingham Limited during the year of £274,000 and the Trust's 50% share of the small loss of £18,000 generated by the joint venture. The share of income and expenditure of the joint venture is reported in Other Property Income in Note 4. The Trust's interest in the joint venture is held with the aim of restoring the Roundhouse, a significant piece of Birmingham's industrial heritage.

## 5 Enterprise, Hotel and Renewable Energy Contribution (continued)

The contribution of subsidiary companies to Trust funds was as follows:

	Income		Expenditure		Contribution	
	2018	2017	2018	2017	2018	2017
	£'000	£'000	£'000	£'000	£'000	£'000
<b>The National Trust (Enterprises) Limited</b>						
Retail and catering	52,036	53,198	42,209	43,107	9,827	10,091
Events and functions	4,883	4,446	2,787	2,510	2,096	1,936
Sponsorship and licences	4,978	5,225	758	990	4,220	4,235
National raffle	1,373	1,088	427	645	946	443
Other activities	8,968	8,457	6,426	6,569	2,542	1,888
Pension costs	-	-	(10)	(18)	10	18
	72,238	72,414	52,597	53,803	19,641	18,611
<b>National Trust (Renewable Energy) Limited</b>						
Electricity generation	1,174	438	45	29	1,129	409
<b>Historic House Hotels Limited</b>						
Hotel activities	8,368	8,135	8,226	8,066	142	69
	81,780	80,987	60,868	61,898	20,912	19,089

Other activities include the contribution from film fees and the *National Trust Magazine*. Countryside Commons Limited did not receive income or incur expenditure in 2017/18 or 2016/17.

## 6 Charitable and Other Trading Activities

Certain charitable trading activities are undertaken by the National Trust itself. The contribution from these activities was as follows:

	Income		Expenditure		Contribution	
	2018	2017	2018	2017	2018	2017
	£'000	£'000	£'000	£'000	£'000	£'000
Catering	76,176	70,878	59,002	54,888	17,174	15,990
Holidays	12,679	12,049	8,861	8,631	3,818	3,418
Other <sup>20</sup>	5,864	5,750	2,836	2,417	3,028	3,333
Total charitable trading activities	94,719	88,677	70,699	65,936	24,020	22,741
Enterprise, renewables and hotel activities (Note 5)	81,780	80,987	60,868	61,898	20,912	19,089
Total contribution from charitable trading and subsidiaries	176,499	169,664	131,567	127,834	44,932	41,830

<sup>20</sup> Includes income from car parks. Charitable trading income is included in Direct Property Income (see Note 4); associated costs are included in Property Operating Costs.

## 7 Other Income

This is analysed as follows:

	2018	2017
	£'000	£'000
Net gains on disposal of property and insurance claims	1,232	1,912
Long lease buy-out premium	-	20,526
	<b>1,232</b>	<b>22,438</b>

## 8 Expenditure

Expenditure includes the following charges:

	2018	2017
	£'000	£'000
Depreciation amortisation and movement in provision for impairment	29,201	26,944
Loss/(profit) on disposal of fixed assets	2,012	(102)
Operating leases:		
Land and buildings	3,349	3,122
Motor vehicles	2,290	2,354
Auditors' fees and expenses:		
Audit work	117	155
Other services	-	2
Irrecoverable Value Added Tax	8,770	7,735

The audit fee for the Charity was £90,000 (2017: £122,606).

## 9 Remuneration of Trustees

No remuneration was paid to any members of the Board of Trustees. Travel and accommodation expenses were repaid to 12 individuals totalling £6,137 (2017: 8 individuals were repaid £8,072).



## 10 Staff Costs

	2018		2017	
	Regular	Seasonal	Regular	Seasonal
	£'000	£'000	£'000	£'000
Wages and salaries	177,802	37,962	169,114	34,414
Employers' social security costs	15,302	587	14,213	539
Employers' pension contributions	23,247	198	21,473	93
	216,351	38,747	204,800	35,046

Wages and salaries includes redundancy costs of £1.0 million (2017: £2.0 million).

The regular staff pension charge of £23,247,000 (2017: £21,473,000) comprises £6,395,000 (2017: £7,298,000) relating to the final salary scheme and £16,704,000 (2017: £14,020,000) relating to defined contribution schemes and £148,000 (2017: £155,000) of defined benefit contributions to the scheme operated for the staff of Historic House Hotels Limited. Payments of £198,000 (2017: £93,000) were made to the Stakeholder Scheme for seasonal staff.

The total of employers' pension contributions includes a sum of £37,000 (2017: £36,000) paid into the National Trust Retirement and Death Benefit Scheme in respect of certain members of staff who sacrificed redundancy payments for payments into their pension.

During the course of the year, 544 seasonal staff (2017: 411) were transferred to the regular payroll.

The numbers of regular employees whose pay (including redundancy) and taxable benefits<sup>21</sup> exceeded £60,000 fell within the following bands:

	2018	2018 (excluding redundancy)	2017	2017 (excluding redundancy)
£180,000 - £189,999	1	1	-	-
£170,000 - £179,999	-	-	1	1
£160,000 - £169,999	1	1	1	1
£150,000 - £159,999	1	1	-	-
£140,000 - £149,999	1	-	-	-
£130,000 - £139,999	-	-	3	2
£120,000 - £129,999	3	3	2	1
£110,000 - £119,999	2	2	4	3
£100,000 - £109,999	3	2	4	4
£90,000 - £99,999	9	9	9	9
£80,000 - £89,999	9	8	11	9
£70,000 - £79,999	21	19	21	18
£60,000 - £69,999	44	42	52	49

In 2017, 36 of the 108 staff earning in excess of £60,000 participated in the defined benefit pension scheme (see Note 25), which was closed to future accrual in April 2016. Contributions of £531,000 (2017: £701,000) were made in relation to 91 members of staff (2017: 66) earning in excess of £60,000 who participated in the defined contribution pension scheme.

<sup>21</sup> Salaries are adjusted for staff benefits received through salary sacrifice arrangements.

## 10 Staff Costs (continued)

The Executive Team (nine individuals) were paid a total of £1,018,000 (2017: 10 individuals were paid £1,248,000).

The monthly average number of regular employees, including part-time employees and employees on fixed-term contracts on a full-time equivalent basis (but not including seasonal staff), is analysed as follows:

By activity	2018	2017
Property staff	5,345	4,997
Regional staff	657	644
Central services staff <sup>22</sup>	1,000	907
	<b>7,002</b>	<b>6,548</b>

## 11 Expenditure on Raising Funds and Charitable Activities

	Note	Staff costs	Depreciation	Other direct costs	Support services <sup>23</sup>	Total 2018	Total 2017
		£'000	£'000	£'000	£'000	£'000	£'000
<b>Expenditure on raising funds</b>							
Fundraising costs		1,755	3	1,309	534	3,601	3,315
Enterprise and renewable energy costs <sup>24</sup>	5	20,338	-	32,304	-	52,642	53,832
Hotel costs	5	4,804	196	3,226	-	8,226	8,066
Investment management fees	19	-	-	7,295	-	7,295	5,522
<b>Total cost of generating funds</b>		<b>26,897</b>	<b>199</b>	<b>44,134</b>	<b>534</b>	<b>71,764</b>	<b>70,735</b>
<b>Charitable activities</b>							
Property operating costs		141,126	15,002	79,887	42,213	278,228	255,611
Expenditure on property projects	12	14,327	72	118,753	5,233	138,385	139,304
Acquisitions	18	155	-	10,283	1,027	11,465	10,030
Internal conservation and advisory services		34,176	50	8,147	10,156	52,529	46,183
Membership costs	13	10,975	3,435	35,407	3,271	53,088	45,543
<b>Total charitable activities</b>		<b>200,759</b>	<b>18,559</b>	<b>252,477</b>	<b>61,900</b>	<b>533,695</b>	<b>496,671</b>
<b>Total expenditure</b>		<b>227,656</b>	<b>18,758</b>	<b>296,611</b>	<b>62,434</b>	<b>605,459</b>	<b>567,406</b>

<sup>22</sup> Includes regional and property-based staff reporting to central services functions.

<sup>23</sup> Includes staff costs and depreciation of £27,442,000 and £10,443,000 respectively.

<sup>24</sup> Enterprise Costs include other renewable energy costs that do not form part of the activities of National Trust (Renewable Energy) Ltd.

## 12 Expenditure on Property Projects

These costs comprise restoration works, long-term cyclical repairs and backlog work on preservation of properties and other major projects of a conservation nature.

The expenditure is analysed as follows:	2018	2017
	£'000	£'000
Historic buildings and collections	101,293	100,782
Coast and countryside	30,376	32,130
Gardens	6,716	6,392
<b>Total</b>	<b>138,385</b>	<b>139,304</b>

## 13 Membership Costs

### Membership recruitment and processing

These costs relate to supporter development costs and include three issues of the *National Trust Magazine* sent to all members, local newsletters, maintaining and processing membership details and the recruitment of new members.

### Membership brand, marketing and publicity

These costs relate to brand and marketing and include publicising of the National Trust in general and of specific activities relating to visitor brand and marketing.

The expenditure is analysed as follows:

	Membership recruitment and processing	Membership brand, marketing and publicity	Total 2018	Total 2017
	£'000	£'000	£'000	£'000
Staff costs	3,977	6,998	10,975	9,347
Depreciation	3,201	234	3,435	3,992
Support costs	3,271	-	3,271	2,816
Membership processing	8,613	2	8,615	7,321
Advertising, marketing and literature	8,299	8,493	16,792	15,307
Postage	5,816	64	5,880	4,815
Other	1,419	2,701	4,120	1,945
<b>Total</b>	<b>34,596</b>	<b>18,492</b>	<b>53,088</b>	<b>45,543</b>

Membership processing includes costs associated with the operation of the Trust's Customer Relationship Management (CRM) system. Recruitment includes costs of recruiting new members. Other costs include staff training, occupancy costs and consumables.

## 14 Support Services

Activity	Governance £'000	HR and Legal £'000	IT and administrative costs £'000	Finance £'000	Total 2018 £'000	Total 2017 £'000
Fundraising costs	6	68	351	109	534	469
Property operating costs	505	5,463	28,246	7,999	42,213	39,472
Expenditure on property projects	51	1,522	2,868	792	5,233	5,148
Acquisitions	1	973	31	22	1,027	772
Internal Conservation and advisory services	122	1,323	6,840	1,871	10,156	8,995
Membership costs	39	425	2,197	610	3,271	2,816
<b>Total</b>	<b>724</b>	<b>9,774</b>	<b>40,533</b>	<b>11,403</b>	<b>62,434</b>	<b>57,672</b>

Support services have been allocated to the following areas of expenditure. The basis of allocation is either the level of staff costs or the estimated time spent by the support service if more appropriate.

## 15 Analysis of Funds

The movements in consolidated funds are analysed as follows:

	Balance at 1 Mar 2017 £'000	Total income £'000	Total expenditure £'000	Net income/ expenditure £'000	Transfers £'000	Net gains on investment assets £'000	Actuarial gains £'000	Balance at 28 Feb 2018 £'000
<b>General Fund</b>	77,222	203,724	(201,769)	1,955	11,451	4,309	-	94,937
<b>Designated funds:</b>								
Fixed Asset Reserve	122,612	-	-	-	1,126	-	-	123,738
Other designated funds	200,970	275,738	(262,715)	13,023	(8,236)	10,794	-	216,551
<b>Total designated funds</b>	<b>323,582</b>	<b>275,738</b>	<b>(262,715)</b>	<b>13,023</b>	<b>(7,110)</b>	<b>10,794</b>	<b>-</b>	<b>340,289</b>
Pension reserve	(211,084)	-	2,272	2,272	-	-	83,592	(125,220)
<b>Total unrestricted funds</b>	<b>189,720</b>	<b>479,462</b>	<b>(462,212)</b>	<b>17,250</b>	<b>4,341</b>	<b>15,103</b>	<b>83,592</b>	<b>310,006</b>
Restricted income funds	473,665	101,311	(139,683)	(38,372)	17,710	17,252	-	470,255
Endowment funds	581,495	14,102	(3,564)	10,538	(22,051)	30,722	-	600,704
<b>Total funds</b>	<b>1,244,880</b>	<b>594,875</b>	<b>(605,459)</b>	<b>(10,584)</b>	<b>-</b>	<b>63,077</b>	<b>83,592</b>	<b>1,380,965</b>

## 15 Analysis of Funds (continued)

Transfers between funds are analysed as follows:

		General Fund	Fixed Asset Reserve	Other Designated Funds	Total Designated Funds	Total Unrestricted Funds	Restricted Funds	Endowment Funds
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
To Fixed Asset Reserve	a	10,056	1,126	(11,182)	(10,056)	-	-	-
To augment endowments	b	(153)	-	(139)	(139)	(292)	(418)	710
To support property expenditure	c	(10,370)	-	14,941	14,941	4,571	(4,571)	-
Transfer of Property Sales Proceeds	d	-	-	-	-	-	406	(406)
Transfer of investment gains	e	6,241	-	(6,241)	(6,241)	-	-	-
Investment income reclassification	f	5,677	-	(5,615)	(5,615)	62	22,293	(22,355)
<b>Total transfers</b>		<b>11,451</b>	<b>1,126</b>	<b>(8,236)</b>	<b>(7,110)</b>	<b>4,341</b>	<b>17,710</b>	<b>(22,051)</b>

### Explanation of transfers:

- Transfer from the General Fund and property reserves to reflect the increase in the book value of tangible fixed assets without specific designated or restricted funding.
- Transfer from restricted funds to augment endowments for particular National Trust properties.
- Transfers to support properties' conservation and development requirements.
- Transfer to restricted funds of the sale proceeds of a property originally received as an expendable endowment.
- Transfer of investment gains arising on property reserves. In the event that market losses are incurred, the General Fund is used to make good these losses, ensuring property managers are able to continue to plan to deliver key conservation and property development work.
- Transfers to restricted funds of total return investment income arising on endowments. Income arising on designated funds is transferred to the General Fund.

The total income of the Charity was £534,408,000 (2017: £530,245,000) and its net expenditure was £10,570,000 (2017: net income £27,342,000).

Funds exceeding 5% of the total within their respective class of funds are disclosed separately within the table above. The only other funds exceeding 5% of the total within their respective classes are the Dunham Massey Endowment Fund which amounted to £44,360,000 (2017: £40,117,000) and the Cliveden Endowment Fund of £31,874,000 (2017: £29,052,000).

Other designated funds include £155,307,000 (2017: £139,000,000) of property reserves, £42,258,000 designated to support commercial infrastructure expenditure and to provide cover for market movements influencing the Trust's pension deficit (2017: £40,000,000), £6,192,000 (2017: £10,516,000) of chattels acquisition and countryside support funds and £12,795,000 (2017: £11,454,000) of investment property.

## 16 Analysis of Net Assets by Fund

Net assets are analysed between funds as follows:

### Consolidated funds as at 28 February 2018

	General Fund	Designated funds	Pension reserve	Total unrestricted funds	Restricted income funds	Endowment funds	Total 2018
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Fixed assets	8,939	123,737	-	132,676	58,268	85	191,029
Investments	113,745	216,552	-	330,297	394,871	592,317	1,317,485
Stocks	12,224	-	-	12,224	165	-	12,389
Debtors	112,170	-	-	112,170	16,976	8,302	137,448
Cash at bank and in hand	1,976	-	-	1,976	1,027	-	3,003
Current assets	126,370	-	-	126,370	18,168	8,302	152,840
Creditors: amounts falling due within one year	(95,710)	-	-	(95,710)	(1,052)	-	(96,762)
Net current assets	30,660	-	-	30,660	17,116	8,302	56,078
Creditors: amounts falling due after one year	(58,407)	-	-	(58,407)	-	-	(58,407)
Defined benefit pension scheme liability	-	-	(125,220)	(125,220)	-	-	(125,220)
<b>Total net assets/(liabilities)</b>	<b>94,937</b>	<b>340,289</b>	<b>(125,220)</b>	<b>310,006</b>	<b>470,255</b>	<b>600,704</b>	<b>1,380,965</b>

### Consolidated funds as at 28 February 2017

	General Fund	Designated funds	Pension reserve	Total unrestricted funds	Restricted income funds	Endowment funds	Total 2017
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Fixed assets	5,183	143,923	-	149,106	45,330	421	194,857
Investments	22,966	179,659	-	202,625	416,765	572,847	1,192,237
Stocks	10,222	-	-	10,222	183	-	10,405
Debtors	108,590	-	-	108,590	11,547	8,227	128,364
Cash at bank and in hand	44,073	-	-	44,073	952	-	45,025
Current assets	162,885	-	-	162,885	12,682	8,227	183,794
Creditors: amounts falling due within one year	(93,016)	-	-	(93,016)	(1,112)	-	(94,128)
Net current assets	69,869	-	-	69,869	11,570	8,227	89,666
Creditors: amounts falling due after one year	(20,796)	-	-	(20,796)	-	-	(20,796)
Defined benefit pension scheme liability	-	-	(211,084)	(211,084)	-	-	(211,084)
<b>Total net assets/(liabilities)</b>	<b>77,222</b>	<b>323,582</b>	<b>(211,084)</b>	<b>189,720</b>	<b>473,665</b>	<b>581,495</b>	<b>1,244,880</b>

Total net assets of the Charity only were £1,381,130,000 (2017: £1,245,037,000).

## 17 Fixed Assets

### Consolidated and Charity Intangible Fixed Assets

	Software	Software assets under construction	Total
	£'000	£'000	£'000
Cost as at 1 March 2017	108,639	10,169	118,808
Additions	1,332	1,190	2,522
Disposals	(15,612)	(1,041)	(16,653)
Transfers	4,484	(4,484)	-
Cost as at 28 February 2018	98,843	5,834	104,677
Accumulated provision for amortisation as at 1 March 2017	87,977	-	87,977
Charge for the year	8,400	-	8,400
Disposals	(14,872)	-	(14,872)
Accumulated provision for amortisation as at 28 February 2018	81,505	-	81,505
Net book amount as at 28 February 2018	17,338	5,834	23,172
Net book amount as at 28 February 2017	20,662	10,169	30,831

### Consolidated Tangible Fixed Assets

	Freehold property	Motor vehicles	Property Development, plant and equipment	Assets under construction	Total
	£'000	£'000	£'000	£'000	£'000
Cost as at 1 March 2017	6,324	5,405	260,149	15,759	287,637
Additions	-	475	6,024	19,619	26,118
Disposals	(336)	(439)	(5,290)	-	(6,065)
Transfers to investment properties	(888)	-	-	-	(888)
Transfers	-	-	13,638	(13,638)	-
Cost as at 28 February 2018	5,100	5,441	274,521	21,740	306,802
Accumulated provision for depreciation/impairment as at 1 March 2017	573	4,354	118,684	-	123,611
Movement in provision for impairment	(80)	-	-	-	(80)
Charge for the year	-	547	20,334	-	20,881
Disposals	-	(427)	(5,040)	-	(5,467)
Accumulated provision for depreciation/impairment as at 28 February 2018	493	4,474	133,978	-	138,945
Net book amount as at 28 February 2018	4,607	967	140,543	21,740	167,857
Net book amount as at 28 February 2017	5,751	1,051	141,465	15,759	164,026

## 17 Fixed Assets (continued)

### The Charity Tangible Fixed Assets

	Freehold property	Motor vehicles	Property Development, plant and equipment	Assets under construction	Total
	£'000	£'000	£'000	£'000	£'000
Cost as at 1 March 2017	6,324	5,386	255,807	15,759	283,276
Additions	-	473	5,813	19,619	25,905
Disposals	(336)	(437)	(5,254)	-	(6,027)
Transfers to investment properties	(888)	-	-	-	(888)
Transfers	-	-	13,638	(13,638)	-
Cost as at 28 February 2018	5,100	5,422	270,004	21,740	302,266
Accumulated provision for depreciation/ impairment as at 1 March 2017	573	4,334	116,979	-	121,886
Movement in provision for impairment	(80)	-	-	-	(80)
Charge for the year	-	546	20,138	-	20,684
Disposals	-	(425)	(5,010)	-	(5,435)
Accumulated provision for depreciation/ impairment as at 28 February 2018	493	4,455	132,107	-	137,055
Net book amount as at 28 February 2018	4,607	967	137,897	21,740	165,211
Net book amount as at 28 February 2017	5,751	1,052	138,828	15,759	161,390

Assets under construction include Property Development Projects that are still in progress. No depreciation has been charged in respect of these assets.

Freehold properties are included at historical cost; the market value of these properties at 28 February 2018 was £15 million (2017: £18 million).



## 18 Heritage Assets

Heritage assets are defined as tangible property with historical, artistic, scientific, technological, geophysical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture. The National Trust considers its inalienable properties and other properties and chattels held for preservation to fall within this definition. As explained in Note 1 these assets have been excluded from the balance sheet in accordance with the National Trust Act (1971).

### Significance of our heritage assets

Many of the buildings owned by the National Trust are categorised as listed, but even those without formal grading, which relates to the significance of individual buildings, are of significance for the way in which they contribute to the character and appearance of local places.

National Trust countryside property is designated at many levels including National Parks, AONBs (Areas of Outstanding Natural Beauty) and SSSIs (Sites of Special Scientific Interest). The Trust also owns and manages 173 registered gardens of special historic interest.

Objects in National Trust collections vary from those that are of international significance, to those of national and local significance, to the everyday items that are an essential part of the fabric and social history of places.

### The Trust's acquisition policy

The National Trust acquires historic buildings, coast and countryside in accordance with a statement of principles which requires that, inter alia:

- The property must be of national importance because of its natural beauty or historic interest
- Ownership by the Trust should benefit the nation
- The property should normally be under threat
- The property will not be acquired unless the Trust is the most appropriate owner

The Trust seeks to secure or acquire collections in the following categories:

- Indigenous contents for its historic buildings
- Non-indigenous but associated objects
- Untied chattels to furnish its properties

The Trust's heritage assets comprise nationally significant holdings of historic buildings, coast and countryside, and collections. The nature and scale of these holdings are as follows:

### Historic buildings

The Trust protects over 200 historic houses, 47 industrial monuments and mills, 9 lighthouses, 39 pubs, the sites of many factories and mines, 41 castles and chapels, 56 villages and 25 medieval barns.

The total insurance reinstatement value of our historic buildings is approximately £7.9 billion.

### Coast and countryside

The National Trust protects and preserves over 780 miles (1,255 kilometres) of coastline and approximately 248,237 hectares (613,418 acres) of land, much of outstanding natural beauty. This can be divided into let estate land and land in-hand:

	Area (Ha)	Area (Ac)
Let estate	137,774	340,453
In-hand	110,463	272,965

Trust land can be classified as follows (these categories are not mutually exclusive of one another and the categories overlap):

### Classification

	Area (ha)	Area (ac)
National Trust managed agricultural land*	14,344	35,445
Common land	48,489	119,819
Woodland	32,976	81,486
Moorland	98,012	242,193
Bodies of water	3,736	9,232
Parks and gardens	19,779	48,876

\* The Trust claims the Basic Payment subsidy on the majority of this land.

### Collections

Approximately 66% of the Trust's collection has now been catalogued electronically. The table below shows the number of objects held by classification.

	Quantity ('000)
Books and manuscripts	294
Ceramics and glass	123
Metalwork	103
Photographs	82
Textiles	68
Furniture	55
Prints and drawings	52
Costumes and jewellery	37
Painting and sculpture	21
Other	192
<b>Total</b>	<b>1,027</b>

Other includes musical instruments, scientific equipment and miscellaneous household objects such as clocks.

## 18 Heritage Assets (continued)

The Trust continues to acquire new properties and chattels in accordance with its acquisitions policy. In the last five years, the funds spent on acquisitions have been as follows:

	2018 £'000	2017 £'000	2016 £'000	2015 £'000	2014 £'000
Historic buildings	767	218	2,717	937	347
Coast and countryside	6,775	7,244	12,588	6,222	4,549
Collections	3,923	2,568	1,512	287	889
	<b>11,465</b>	<b>10,030</b>	<b>16,817</b>	<b>7,446</b>	<b>5,785</b>
<b>Funding</b>					
Grants	1,999	1,809	-	-	-
General Fund	2,173	1,101	1,486	332	324
Restricted and designated funds	7,293	7,120	15,331	7,114	5,461
<b>Total funds</b>	<b>11,465</b>	<b>10,030</b>	<b>16,817</b>	<b>7,446</b>	<b>5,785</b>

Acquisition expenditure is shown in Acquisitions under Expenditure in the Consolidated Statement of Financial Activities. Details of amounts spent on the cyclical repair and renovation of heritage property are given in Note 12. As stated in Note 1 the Act permits the Trust not to include a value in its balance sheet for heritage assets and this includes assets received via donation.

## 19 Investments and Cash at Bank and in Hand

### Returns from investments

The National Trust holds a range of different classes of investments depending on the anticipated timescales of future expenditure requirements. The major proportion of investments is held for the long term since they are invested on behalf of permanent endowment and other funds where the investments are held for the longer-term income and capital needs of charitable beneficiaries.

The Trust operates a policy of total return on the majority of its long-term investments as permitted by the Act and a special Charity Commission Scheme. Under this policy, investment managers are given the flexibility to achieve maximum returns on investments whether this is through generating interest and dividends or capital growth. Charities operating a total return policy are able to apply some of the capital growth on investments for charitable purposes, thereby enabling the Trustees to balance the current and future needs of charitable beneficiaries.

The application of stored-up capital growth for charitable purposes is achieved by distributing it to properties to finance expenditure. While these total return distributions comprise income and capital, only actual income earned in the form of interest and dividends is reported as investment income in the Consolidated Statement of Financial Activities.

	Actual income earned £'000	Capital gains available to properties and funds £'000	Movements to income reserves £'000	Less investment management costs £'000	Total available to properties £'000
Endowment funds invested on a total return basis as part of the Charity Commission Scheme	10,684	9,375	-	(2,670)	<b>17,389</b>
Other endowment funds invested on a total return basis	3,048	2,562	-	(818)	<b>4,792</b>
Other endowment funds	181	-	-	(36)	<b>145</b>
<b>Total endowment funds</b>	<b>13,913</b>	<b>11,937</b>	<b>-</b>	<b>(3,524)</b>	<b>22,326</b>
Other funds invested on a total return basis	14,854	12,912	-	(3,771)	<b>23,995</b>
Other funds	400	-	121	-	<b>521</b>
<b>Total funds</b>	<b>29,167</b>	<b>24,849</b>	<b>121</b>	<b>(7,295)</b>	<b>46,842</b>

## 19 Investments and Cash at Bank and in Hand (continued)

In the year to 28 February 2018, the movement in the value of stored-up capital growth on the Charity Commission Scheme was as follows:

	£m
Unapplied total return at 1 March 2017	272.7
Increase in value due to capital gains in year	39.3
Amounts distributed to properties (total return applied in year)	(9.4)
Unapplied total return at 28 February 2018	302.6

The National Trust controls the level of distribution of capital on both the Charity Commission Scheme endowment funds and other funds in line with long-term investment growth assumptions that are subject to regular review by the Trustees following advice from the Investment Committee and other external experts.

Under the rules of the Charity Commission, an endowment subject to a total return order but with no unapplied total return cannot make a distribution. All funds included in the total return policy had a positive unapplied total return at 28 February 2018.

The value of the General Investment Pool would have to fall by over 42.8% from its level as at 28 February 2018 before there was a material impact on our distribution policy. If such a decline in value did occur, a small number of endowments would suffer a nil unapplied total return and would therefore be unable to make a distribution. The statistical probability of such a fall is very low (<0.1%), and the Investment Committee monitors this probability measure every quarter.

It should be noted that, in determining whether an endowment has a negative unapplied total return when making an income distribution, the Trust takes into account the average value of the fund over the year in question.

### Analysis of consolidated investments

Investments and working cash balances are analysed as follows:

	Market Value		Income	
	As at 28 Feb 2018	As at 28 Feb 2017	2018	2017
	£'000	£'000	£'000	£'000
<b>Analysis by type of investment</b>				
British Government stocks	22,748	2,855	42	223
United Kingdom fixed and variable interest stocks	2,813	3,308	221	244
Overseas fixed and variable interest stocks	103,886	111,534	4,116	4,072
United Kingdom equities	342,232	334,597	12,819	11,114
Property unit trusts	1,290	14,231	35	11
Overseas equities	565,800	478,146	9,018	8,324
Commodity and hedge funds	4,979	9,609	-	72
Private equity funds	1,462	-	1	-
Multi asset funds	149,875	132,113	1,779	-
Deposits and cash	46,867	33,398	736	804
Investment properties	75,533	72,446	341	342
	1,317,485	1,192,237	29,108	25,206
Cash at bank and in hand	3,003	45,025	58	334
	1,320,488	1,237,262	29,166	25,540

Included within the total investments, the following asset categories contain unlisted securities as follows: UK and overseas fixed and variable interest stocks, overseas property funds, private equity funds and £429,000 of commodity and hedge fund holdings.

The historic cost of investments held at 28 February 2018 was £1,103,268,000 (2017: £978,042,000).

The cash at bank and in hand represents the deposits and cash used to finance the National Trust on a day-to-day basis.

The investments held by the Charity were as stated above with the exception of the investment properties and cash at bank and in hand. Cash held by the Charity amounted to £1,279,000 (2017: £44,862,000). Investment properties held by the Charity amounted to £73,033,000 (2017: £69,946,000).

## 19 Investments and Cash at Bank and in Hand (continued)

There is no single investment representing more than 5% of total investments. The Trust's principal investment funds are as follows:

	2018	2017
	£m	£m
Capital International	181.5	164.4
Legal and General Investment Management's CAF UK Equitrack Fund	166.7	164.9
AQR	149.9	132.1
Legal and General Management's Future World Fund	97.2	-

The Trust has initiated a private asset mandate under the discretionary management of Cambridge Associates. As at 28 February 2018, investments held were as follows:

	2018	2017
	£'000	£'000
Private assets	1,462	-
Cash held by fund managers and not called	3,404	-
Total	4,866	-

The Trust's objective is that an eventual target allocation of 15% of General Pool assets, or around £186 million at the February 2018 valuation of the Pool, should be represented by this mandate. Cambridge Associates has been set a return target of outperforming the MSCI All Countries World Index in sterling terms by 3% annualised over a rolling ten-year period.

At the year-end the Trust had undrawn commitments to private equity and debt funds of £33 million which are expected to be called at various dates between 2018 and 2021. The funds to invest in these positions will be made available from the Trust's wider General Pool investments during the course of this period. Over a similar period the current investments in private assets are expected to be realised by a return of capital. It is not possible for the Trust to liquidate these investments prior to the future return of capital.

The carrying value of the private asset investments represents the latest valuations of the funds at or prior to 28 February 2018 as provided by Cambridge Associates.

	2018	2017
	£'000	£'000
<b>Movement in market value of investments</b>		
Market value at 1 March	1,237,262	1,052,112
Additions at cost	498,136	546,259
Transfers from fixed assets	888	-
Disposals at market value	(441,176)	(585,701)
Other movements in Investment cash	4,005	31,404
Additions at market value (arising from legacies and gifts)	318	1,456
(Decrease)/increase in cash at bank and in hand	(42,022)	1,430
Net gains on investment assets	63,077	190,302
Market value at 28 February	1,320,488	1,237,262

## 20 Stocks and Work in Progress

	Consolidated		The Charity	
	2018	2017	2018	2017
	£'000	£'000	£'000	£'000
Trading stocks	9,962	8,794	1,305	796
Building materials	302	240	302	236
Other	2,125	1,371	691	356
	12,389	10,405	2,298	1,388

Other stocks include livestock and sundry farm stocks.

## 21 Debtors

	Consolidated		The Charity	
	2018	2017	2018	2017
	£'000	£'000	£'000	£'000
<b>Amounts falling due within one year:</b>				
Rents	2,679	2,743	2,679	2,743
Grants	12,787	9,819	11,409	9,819
Amounts owed by subsidiary undertakings	-	-	15,401	10,161
Other debtors	30,138	31,877	23,921	25,526
Legacies receivable	52,129	45,774	52,129	45,774
Lease buy-out receivable	6,842	6,842	6,842	6,842
Prepayments and accrued income	21,854	15,255	21,419	14,933
Tax recoverable	11,019	9,212	10,860	9,212
	<b>137,448</b>	<b>121,522</b>	<b>144,660</b>	<b>125,010</b>
<b>Amounts falling due after more than one year:</b>				
Lease buy-out receivable	-	6,842	-	6,842
	<b>137,448</b>	<b>128,364</b>	<b>144,660</b>	<b>131,852</b>

The amounts owed by subsidiary undertaking The National Trust (Enterprises) Limited are secured by a floating charge over the assets of the company. Interest is charged at 2% over Barclays' base rate on the outstanding balance. Other debtors include trade debtors, VAT recoverable and investment debtors.

## 22 Creditors

	Consolidated		The Charity	
	2018	2017	2018	2017
	£'000	£'000	£'000	£'000
<b>Amounts falling due within one year:</b>				
Amounts owed to subsidiary undertaking	-	-	16,004	16,300
Bank overdrafts	6,902	-	6,902	-
Taxation and social security	4,401	4,101	4,335	4,002
Other creditors	22,082	20,773	20,253	18,746
Deferred income	28,335	25,851	28,335	25,851
Accruals	35,042	43,403	30,401	37,627
	<b>96,762</b>	<b>94,128</b>	<b>106,230</b>	<b>102,526</b>
<b>Amounts falling due after more than one year:</b>				
Amounts drawn down on the revolving credit facility	35,000	-	35,000	-
Life membership equalisation account	23,407	20,796	23,407	20,796
	<b>58,407</b>	<b>20,796</b>	<b>58,407</b>	<b>20,796</b>
	<b>155,169</b>	<b>114,924</b>	<b>164,637</b>	<b>123,322</b>

The revolving credit facility funds the Trust's seasonal working capital requirements and matures in March 2022. Interest is payable at the relevant LIBOR rate plus 1.05%.

The amounts owed to subsidiary undertaking Historic House Hotels Limited incur interest at 2% over the London inter-bank interest rate on the outstanding balance.

The portion of life membership subscriptions deemed to be of the nature of a gift is recognised in full in the year in which it is received, with the remainder deferred and released to income in equal instalments over the average period over which the life membership is expected to be used; £4.5 million was transferred to income in 2018 (2017: £4.1 million).

## 22 Creditors (continued)

Consolidated deferred income is analysed as follows:

	<b>Membership income</b>	<b>Holiday cottage income</b>	<b>Other deferred income</b>	<b>Total 2018</b>	<b>Total 2017</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Deferred income as at 1 March	15,856	3,440	6,555	25,851	23,963
Amounts released during the year	(15,856)	(3,440)	(6,555)	(25,851)	(23,963)
Amounts deferred during the year	18,386	3,814	6,135	28,335	25,851
Deferred income as at 28 February	18,386	3,814	6,135	28,335	25,851

Membership income is deferred and released to the Consolidated Statement of Financial Activities (SoFA) over the period to which the membership relates. Holiday cottage deferred income relates to deposits and payments received in advance of bookings, and is released to the SoFA in the period to which it relates.

Other deferrals mainly relate to grants and sponsorship income which are released to the SoFA in the period entitlement occurs, and premiums received on the undertaking of leases and rent-free periods which are released to the SoFA over the period until the relevant contractual lease break point.

## 23 Financial Instruments

	Consolidated		The Charity	
	2018	2017	2018	2017
	£'000	£'000	£'000	£'000
<b>Financial assets that are debt instruments measured at amortised cost:</b>				
Rents	2,679	2,743	2,679	2,743
Grants	12,787	9,819	11,409	9,819
Amounts owed by subsidiary undertakings	-	-	15,401	10,161
Other debtors	30,138	31,877	23,921	25,526
Lease buy-out receivable	6,842	13,684	6,842	13,684
	<b>52,446</b>	<b>58,123</b>	<b>60,252</b>	<b>61,933</b>
<b>Financial liabilities measured at amortised cost:</b>				
Bank overdrafts	6,902	-	6,902	-
Amounts owed to subsidiary undertaking	-	-	16,004	16,300
Other creditors	22,082	20,873	20,253	18,745
Accruals	35,042	43,303	30,401	37,627
Revolving credit facility	35,000	-	35,000	-
	<b>99,026</b>	<b>64,176</b>	<b>108,560</b>	<b>72,672</b>

## 24 Consolidated Cash Flow

### Net cash flows from operating activities

	2018	2017
	£'000	£'000
Net (expenditure)/income for the reporting period (as per the statement of financial activities)	(10,584)	24,336
Adjustments for:		
Investment income	(29,167)	(25,540)
Depreciation, amortisation and movement in provision for impairment	29,201	26,944
Receipt of investments arising from legacies	(318)	(1,455)
Loss/(profit) on disposal of fixed assets	1,606	(102)
Net income – endowments	(72)	(8,216)
Movement in working capital	(8,434)	(31,284)
Increase in life membership equalisation account	2,611	2,167
FRS 102 pension adjustment	(2,272)	(3,985)
Net cash used in operating activities	<b>(17,429)</b>	<b>(17,135)</b>

### Reconciliation of net cash inflow to movements in investments

	Cash at bank and in hand	Investments	Total
	£'000	£'000	£'000
Balance at 1 March 2017	45,025	1,192,237	1,237,262
Net cash outflow	(42,022)	-	(42,022)
Net purchases of investments	-	60,965	60,965
Non-cash changes:			
Additions at market value arising from legacies and gifts	-	888	888
	-	318	318
Realised/unrealised losses on investments	-	63,077	63,077
Balance at 28 February 2018	3,003	1,317,485	1,320,488

## 25 The National Trust Retirement and Death Benefits Scheme

The Trust operates a funded group pension scheme, established under trust, providing defined benefits based on final salary. The National Trust Retirement and Death Benefit Scheme ('the Scheme') was closed to new members on 1 June 2003 and closed to future accrual on 1 April 2016. Schroder Investment Management Limited and Partners Capital LLP act as investment managers to the Trustees of the Scheme. The last full actuarial valuation of the Scheme was made at 5 April 2017.

The Trust has agreed a package of measures to resolve the April 2017 pension deficit, including increasing deficit elimination contributions from £8.5 million to £12.4 million from April 2018 (rising annually at 1% over CPI). The Trust has also signed a Conditional Funding Deed (CFD) which, under certain circumstances, could result in the Trust paying an additional contribution of £40 million into the Scheme, net of the increased contributions already paid. The CFD is intended to provide in extremis protection to the Scheme in the event that the Trust's assets suffer a significant fall and/or the pension deficit rises significantly.

The CFD is a quarterly mechanism which obliges the Trust to calculate the ratio of the total unrestricted assets (including an allowance for the unrestricted net estate) to the pension deficit. If the ratio falls to 4 or less for two consecutive quarters, the additional contribution is due in two instalments.

A defined contribution scheme has been offered to regular staff from 1 June 2003. This is a Stakeholder Scheme with Legal & General. In addition to this, a subsidiary, Historic House Hotels Limited, operates a defined contribution scheme. The assets of the schemes are held separately from those of the Trust.

The actuary has valued the liability in respect of deferred pensions using consumer price inflation (CPI) as the inflation measure from 2011 rather than retail price inflation (RPI). This was following a UK government change in the measure of price inflation for the statutory minimum rates at which pensions must increase for defined benefit pension plans.

The financial assumptions used by the actuary to calculate the scheme liabilities under FRS 102 section 34 were as follows

	2018	2017
	%	%
Rate of increase in pensionable salaries	2.9	3.2
Rate of increase in pensions pre-April 1997	2.1	2.2
Rate of increase in pensions in payment post-April 1997	3.1	3.2
Rate of increase in pensions in payment post-March 2007	2.2	2.2
Discount rate	2.8	2.6
RPI inflation	3.2	3.3
CPI inflation	2.1	2.2

The mortality assumptions have been updated and are based on standard mortality tables which allow for future mortality improvements. The assumptions are that the average life expectancy, at retirement age, of a male is currently 88 and a female 90. By 2038, this is expected to increase to 89 and 91 respectively.

The market value of the assets of the scheme was:

	2018	2017	2016
	£'000	£'000	£'000
Equities	394,060	389,998	301,840
Government bonds	219,590	135,822	170,042
Derivatives and swaps	18,826	96,680	45,488
Other	(3,549)	2,743	4,312
<b>Total market value of assets</b>	<b>628,927</b>	<b>625,243</b>	<b>521,682</b>

None of the Scheme assets are invested in the National Trust's financial instruments or in property occupied by, or other assets used by, the National Trust.

The following table provides the reconciliation of funded status to the Consolidated Balance Sheet

	2018	2017
	£'000	£'000
Fair value of Scheme assets	628,927	625,243
Present value of funded Scheme liabilities	(754,147)	(836,327)
<b>Net pension liability</b>	<b>(125,220)</b>	<b>(211,084)</b>

The Scheme closed to future accrual with effect from 1 April 2016.



## 25 The National Trust Retirement and Death Benefits Scheme (continued)

Changes to the present value of Scheme liabilities during the year:	2018	2017
	£'000	£'000
Present value of Scheme liabilities at 1 March	836,327	641,887
Current service cost	-	713
Past service cost	144	-
Interest cost	21,421	23,949
Contributions by Scheme participants	-	26
Actuarial (gains)/losses on Scheme liabilities	(77,816)	189,753
Net benefits paid out	(25,929)	(20,001)
Present value of Scheme liabilities at 28 February	754,147	836,327

Changes to the fair value of Scheme assets during the year:	2018	2017
	£'000	£'000
Fair value of Scheme assets at 1 March	625,243	521,682
Interest income on Scheme assets	16,032	19,741
Actuarial gain on Scheme assets	5,776	94,889
Contributions by the employer	8,667	9,789
Contributions by Scheme participants	-	26
Administration costs	(862)	(883)
Net benefits paid out	(25,929)	(20,001)
Fair value of Scheme assets at 28 February	628,927	625,243

The amounts recognised in net income/(expenditure) are as follows:	2018	2017
	£'000	£'000
Current service cost	-	713
Past service cost	144	-
Administration expenses	862	883
Interest cost	5,389	4,208
Expense recognised in net expenditure	6,395	5,804

Actual return on Scheme assets:	2018	2017
	£'000	£'000
Interest income on Scheme assets	16,032	19,741
Actuarial gain on Scheme assets	5,776	94,889
Actual return on Scheme assets	21,808	114,630

History of asset values, present value of liabilities and deficit/surplus in Scheme:	2018	2017	2016	2015	2014
	£'000	£'000	£'000	£'000	£'000
Fair value of Scheme assets	628,927	625,243	521,682	518,438	446,853
Present value of Scheme liabilities	(754,147)	(836,327)	(641,887)	(672,443)	(594,486)
Deficit in Scheme	(125,220)	(211,084)	(120,205)	(154,005)	(147,633)

## 26 Financial Commitments

The Trust's total commitments for operating lease payments are due as follows:

Consolidated	2018	2018	2017	2017
	Land and buildings	Motor vehicles	Land and buildings	Motor vehicles
	£'000	£'000	£'000	£'000
Within one year	3,242	1,685	3,360	1,335
Between one and five years	9,785	2,609	7,681	1,788
After five years	61,224	1	52,079	-
	74,251	4,295	63,120	3,123

The Charity	2018	2018	2017	2017
	Land and buildings	Motor vehicles	Land and buildings	Motor vehicles
	£'000	£'000	£'000	£'000
Within one year	3,048	1,658	3,156	1,302
Between one and five years	9,591	2,567	7,349	1,750
After five years	61,224	1	52,063	-
	73,863	4,226	62,568	3,052

## 27 Taxation

The National Trust is a registered charity and as such is entitled to certain tax exemptions on income and profits from investments, and surpluses on any trading activities carried out in furtherance of the Charity's primary objectives, if these profits and surpluses are applied solely for charitable purposes.

The National Trust, The National Trust (Enterprises) Limited, National Trust (Renewable Energy) Limited and Historic House Hotels Limited are registered for VAT. Any irrecoverable VAT on expenditure is charged to the appropriate heading in the Consolidated Statement of Financial Activities or is capitalised as appropriate. The National Trust (Enterprises) Limited, National Trust (Renewable Energy) Limited and Historic House Hotels Limited give all of their taxable profits to the Charity, normally resulting in no liability to corporation tax.

## 28 Legacies

At 28 February 2018, the National Trust had been notified of 159 legacies with an approximate aggregate value of £8.2 million (2017: 170 legacies, approximate value £9 million) and one legacy with an approximate value of £8 million that had not been included in income as uncertainties exist over the measurement of the Trust's entitlement.

## 29 Events After The Balance Sheet Date

In July 2018, the National Trust entered into a binding agreement to borrow £100 million to finance a programme of investment in the Trust's visitor and commercial infrastructure and its let estate. £50 million will be drawn down in March 2020 at a fixed of 2.662% and will mature in March 2058. A further £50 million will be drawn down in March 2022 at a fixed rate of 2.651% and will mature in March 2063. Repayment is at the end of the loan terms.

## 30 Related Party Transactions

The Trust has considered the disclosure requirements of SORP 2015 and of FRS 102 section 33 – Related Party Disclosures and believes that the following related party transactions, all of which were made on an arm's length basis, require disclosure.

Related party transactions involving Trustees are fully disclosed here. For all other individuals, only transactions in excess of £5,000 are disclosed. Other individuals are those the Trust considers to have 'control and influence' or are historic donors of land to the Trust. The Trust's Audit Committee has undertaken a review of all other related party transactions disclosed by individuals considered to have control and influence within the Trust.

The contribution to the Trust's funds by its wholly-owned subsidiaries, The National Trust (Enterprises) Limited, Historic House Hotels Limited and National Trust (Renewable Energy) Limited, are disclosed in Note 5.

There are no other related party transactions which require disclosure.

### Trustee transactions

- i) During the year the Trust used the services of British Pathé for cinematographic archive material free of charge (2017 also at nil cost). Mr T Parker, the Trust Chairman, owns British Pathé. The amount outstanding at 28 February 2018 was £nil (2017: £nil).
- ii) Prof. C Swanwick, a Trustee, is Technical Director in the Landscape Team of SLR Consulting Limited. During the year the Trust used the services of SLR for a project at Fell Foot and for a hydrological survey at a total cost of £10,149 (2017: £6,236). The balance outstanding at 28 February 2018 was £1,652 (2017: £4,439).

### Other transactions

- iii) Mr N Cox is a member of the Historic Environment Advisory Group and during the year provided consultancy services to the Trust at a total cost of £147,307 (2017: £186,793). The balance outstanding at 28 February 2018 was £26,624 (2017: £nil).
- iv) Ms D Evans is a member of the Historic Environment Advisory Group and a director of DE Landscape and Heritage Limited which during the year provided the Trust with landscape and garden history research services amounting to £20,000 (2017: £18,960). The balance outstanding at 28 February 2018 was £800 (2017: £nil).
- v) Mr C Feeney is a director of Historic House Hotels Limited and also provides stock taking and commercial advice services to the company, for which he is paid separately. Total charges in the year were £9,347 (2017: £10,452). There is no outstanding balance at the year end.
- vi) During the year the Trust used the services of Inskip Gee Architects Limited at a cost of £138,345 (2017: £50,799). Mr P Inskip, an advisory associate of the Historic Environment Group, is a director of this company. The balance outstanding at 28 February 2018 was £12,304 (2017: £48,869).
- vii) During the year, the Trust used the services of Agricultural Grant Solutions Limited at a cost of £43,000 (2017: £nil). Mr G Hunt, the Trust's Land and Estates Director, is a shareholder in Agricultural Grant Solutions Limited and the husband of its sole director. The decision to procure the services of Agricultural Grant Solutions is not influenced by Mr Hunt and the contract is overseen by the Trust's Outdoors and Natural Resources Director. The balance outstanding at 28 February 2018 was £nil (2017: £nil).

- viii) Ms A Key is a Trustee of the Landmark Trust and a member of the Trust's Collections and Interpretation Advisory Group. The Trust leases various parcels of land and buildings to the Landmark Trust. In 2017/18 these charges amounted to income of £43,013 (2017: £48,187). The balance outstanding at 28 February 2018 was £nil (2017: £nil).
- ix) Mr N Pearson is a member of the Trust's Natural Environment Group and a director and shareholder of Nicholas Pearson Associates Limited and partner of Nicholas Pearson Partnership LLP. During the year the Trust used the consultancy services of Nicholas Pearson Associates Limited and Nicholas Pearson Partnership LLP for landscape design and management at a number of Trust properties at a total cost of £79,286 (2017: £47,335). The total balances outstanding at 28 February 2018 were £24,152 (2017: £7,644).
- x) Mr D A C Scott is a member of the Council and a tenant of the National Trust. During the year, Mr Scott leased The Homewood property from the Trust at a rent of £15,600 (2017: £15,600), the tenant selection having been approved by Senior Management. The balance outstanding at 28 February 2018 was £nil (2017: £nil).
- xi) Mr M Tickner is a member of the Historic Environment Advisory Group and a director of Cookson and Tickner Limited. During the year the company provided consultancy services to the Trust amounting to £112,231 (2017: £196,087). The balance outstanding at 28 February 2018 was £18,578 (2017: £9,240).

### Transactions involving Historic Donors of Land

- xii) The Trust has an agreement with the Hyde Parker family at Melford whereby the family manage the gardens. The cost to the Trust during the year was £32,334 (2017: £12,848). The balance outstanding at 28 February 2018 was £4,287 (2016: £12,848).
- xiii) The Trust uses the services of the St Aubyn family's own estate and building companies: St Aubyn Estates, St Michaels Mount Trading and Cornish Heritage Builders. During the year, these companies provided services at a cost to the Trust of £1,208,460 (2017: £1,546,283). The balance outstanding at 28 February 2018 was £50,151 (2016: £26,041).
- xiv) Mr M D McLaren is a trustee of the Bodnant Estate Settlement, a trustee and beneficiary of Lord Aberconway's Will Trust, and a director and shareholder of Bodnant Garden Nursery Limited and Furnace Farm Limited. Mr McLaren is also a sole trader trading as Bodnant Estate and the son of Lady Aberconway. A total of £27,546 (2017: £27,423) of goods and services were supplied to the National Trust during the year. The balance outstanding at 28 February 2018 was £nil (2016: £780).
- xv) The Trust has a management agreement with the Throckmorton family at Coughton Court whereby they are responsible for the daily operational management and regular maintenance of the gardens. The cost to the Trust during the year was £243,330 (2017: £178,797). The balance outstanding at 28 February 2018 was £15,777 (2017: £nil).
- xvi) During the year the Trust paid rental charges and a contribution towards drainage rates at Horsey totalling £37,055 (2017: £17,876) to the Buxton family (the donors of Horsey). The balance outstanding at 28 February 2018 was £nil (2017: £nil).

# 31 Prior Year Consolidated Statement of Financial Activities

Consolidated Statement of Financial Activities for the year ended 28 February 2017

	Note(s)	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Total 2017 £'000
<b>Income and endowments from:</b>					
<b>Donations and legacies</b>					
Appeals and gifts		1,640	9,885	-	11,525
Legacies		37,769	15,579	8,345	61,693
Operating grants and contributions	2	-	6,144	-	6,144
<b>Other trading activities</b>					
Enterprise and renewable energy income	5	61,338	11,514	-	72,852
Hotel income	5	-	8,135	-	8,135
<b>Investments</b>	19	5,375	7,952	12,213	25,540
		106,122	59,209	20,558	185,889
<b>Charitable activities</b>					
Membership income	3	200,741	-	-	200,741
Project grants and contributions	2	-	11,770	-	11,770
Direct property income	4	154,971	15,933	-	170,904
		355,712	27,703	-	383,415
<b>Other</b>					
Other income	7	21,392	1,046	-	22,438
<b>Total income</b>		483,226	87,958	20,558	591,742
<b>Expenditure on:</b>					
<b>Raising funds</b>					
Fundraising costs	11	2,081	1,234	-	3,315
Enterprise and renewable energy costs	5,11	43,518	10,314	-	53,832
Hotel costs	5,11	-	8,066	-	8,066
Investment management costs	11,19	1,182	1,640	2,700	5,522
		46,781	21,254	2,700	70,735
<b>Charitable activities</b>					
Property operating costs	11	219,229	36,382	-	255,611
Expenditure on property projects	11,12	108,495	30,680	129	139,304
Acquisitions	11,18	1,168	8,862	-	10,030
Internal Consultancy	11	44,484	1,699	-	46,183
Membership costs	11,13	44,294	1,249	-	45,543
		417,670	78,872	129	496,671
<b>Total expenditure</b>	15	464,451	100,126	2,829	567,406
<b>Net income/(expenditure) before losses on investments</b>	15	18,775	(12,168)	17,729	24,336
<b>Net gains on investments</b>	15,19	38,167	56,238	95,897	190,302
<b>Net income</b>	15	56,942	44,070	113,626	214,638
Transfers between funds	15	(6,027)	28,914	(22,887)	-
<b>Other recognised losses:</b>					
Actuarial losses on defined benefit pension scheme	15, 25	(94,864)	-	-	(94,864)
<b>Net movement in funds</b>		(43,949)	72,984	90,739	119,774
Fund balances brought forward	15	233,669	400,681	490,756	1,125,106
<b>Fund balances carried forward</b>	15,16	189,720	473,665	581,495	1,244,880

All amounts above derive from continuing operations and the National Trust has no recognised gains or losses other than those passing through the Consolidated Statement of Financial Activities. There is no material difference between the net income before transfers and the historical cost equivalents.

# Independent Auditors' Report to the Trustees of the National Trust

## Opinion

We have audited the group and charity financial statements of the National Trust ("the charity") for the year ended 28 February 2018 which comprise the consolidated statement of financial activities, balance sheets, consolidated cash flow statement and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the charity's affairs as at 28 February 2018 and of the group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland as modified by the National Trust Act 1971; and
- have been properly prepared in accordance with the requirements of the Charities Act 2011.

## Basis for opinion

We have been appointed as auditor under section 144 of the Charities Act 2011 (or its predecessors) and report in accordance with regulations made under section 154 of that Act.

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the group in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

## Going concern

We are required to report to you if we have concluded that the use of the going concern basis of accounting is inappropriate or there is an undisclosed material uncertainty that may cast significant doubt over the use of that basis for a period of at least twelve months from the date of approval of the financial statements. We have nothing to report in these respects.

## Other information

The trustees are responsible for the other information, which comprises the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. We are required to report to you if:

- based solely on that work, we have identified material misstatements in the other information; or
- in our opinion, the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements.

We have nothing to report in these respects.

### Matters on which we are required to report by exception

Under the Charities Act 2011 we are required to report to you if, in our opinion:

- the charity has not kept sufficient accounting records; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in these respects.

### Trustees' responsibilities

As explained more fully in their statement set out on page 22, the trustees are responsible for: the preparation of financial statements which give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the group's and the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the group or the charity or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities

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 our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at [www.frc.org.uk/auditorresponsibilities](http://www.frc.org.uk/auditorresponsibilities).

### The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the charity's trustees as a body, in accordance with section 144 of the Charities Act 2011 (or its predecessors) and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.



**Andrew Campbell-Orde**

**For and on behalf of KPMG LLP, Statutory Auditor**

*Chartered Accountants*

66 Queen Square  
Bristol BS 1 4BE

30 July 2018

## The Trust's Advisers

### **Bankers**

Barclays Bank Plc, 1 Churchill Place, London E14 5HP

### **Investment Advisers**

Aberforth Partners LLP, 14 Melville Street, Edinburgh EH3 7NS

AQR Capital Management Europe, 5-11 Regent Street, London SW1Y 4LR

BlackRock Investment Management (UK) Ltd, 12 Throgmorton Avenue, London EC2N 2DL

Cambridge Associates, 80 Victoria Street, London SW1E 5JL

Capital Group, 40 Grosvenor Place, London SW1X 7GG

J P Morgan Asset Management Ltd, 20 Finsbury Street, London EC2Y 9AQ

Legal and General Investment Management, One Coleman Street, London EC2R 5AA

Longview Partners LLP, Thames Court, 1 Queenhithe, London EC4V 3RL

Newton Investment Management Ltd, 160 Queen Victoria Street, London EC4V 4LA

Ownership Capital B.V, Herengracht 105-107, 1015 BE Amsterdam, The Netherlands

Rothschild, New Court, St Swithin's Lane, London EC4N 8AL

### **Independent Auditors**

KPMG LLP,

Chartered Accountants and Statutory Auditors,

66 Queen Square,

Bristol,

BS1 4BE



## Glossary of Property and Fund Terms

Term	Where Used	Explanation
Actuarial Valuation	Pensions	The three-yearly valuation of our pension scheme by a qualified actuary.
Current Service Costs	Pensions	The cost of pension benefits earned by employees over the year.
Designated Funds	Funds	Unrestricted funds allocated by the Trustees for particular purposes.
Discount Rate	Pensions	The interest rate assumed on the scheme liabilities.
Endowment Funds	Funds	Investment funds established for properties to provide income over the long term to fund their maintenance – these funds may have been received as a gift or established by the Trustees from the Trust's own funds. The general policy for new properties acquired is to set up an endowment fund at the point of acquisition.
Fixed Asset Reserve	Funds	Reflects the Trust's investment in offices, plant, machinery and equipment to enable it to carry out its charitable activities.
General Fund	Funds	This is the working fund of the Trust. It pays for the general administration of the Trust and supports properties which have insufficient funds of their own.
Heritage Assets	Assets	Assets which have historic, artistic or environmental qualities and are held or maintained principally for their contribution to knowledge and culture.
Inalienable	Assets	Cannot be sold or mortgaged – the Trust has the power under its Act to declare property inalienable. This also means the property cannot be compulsorily purchased against the Trust's wishes without invoking a special parliamentary procedure.
Internal Conservation and advisory services	Properties	Research and advisory services provided by the Trust in relation to conservation of its historic buildings and contents, and its coast, countryside and garden properties. These costs are vital to the delivery of the Trust's projects. These costs also include internal consultancy resource relating to the visitor experience.
Operating Margin	Board of Trustees' Report – Financial Review	Operating Margin % is total operating income, less total operating expenditure expressed as a percentage of total operating income. Achieving a margin of 20% means that for every 80 pence we spend on operating activities we aim to generate at least £1 of income so that at least 20 pence is available to fund capital projects, maintenance and conservation tasks at our properties, implement our strategy and strengthen our reserves
Past Service Costs	Pensions	The cost of any additional benefits granted to members over the year.
Expenditure on property projects	Properties	These costs include long-term cyclical repair costs, backlog work and conservation improvement work.
Property Development Project	Properties	Structural improvements, new buildings and associated fit-out costs incurred at National Trust properties to improve visitor and commercial infrastructure.
Property reserves	Properties and Funds	Many National Trust properties operate with their own financial reserves that are accumulated to help fund projects and capital expenditure. These reserves are part of restricted funds where they represent surplus investment income arising from donor-provided endowments or where properties have been acquired under legal trust to apply the whole income of the property only at that property. All other property reserves are part of designated funds.
Related Party	Financial statements – Note 30	A related party is someone who can act individually or in concert with others to control the financial or operating activities of the National Trust, The National Trust (Enterprises) Limited, National Trust (Renewable Energy) Limited or Historic House Hotels Limited.
Restricted Income Funds	Funds	Gifts and legacies where the donor has placed a restriction on their use.
Total Return	Investments	The income and capital growth on our investments – the Trust operates a total return policy on certain of its endowments.
Unapplied Total Return	Investments	That part of the total return over time that has not been spent on charitable purposes.
Unrestricted Funds	Funds	Unrestricted funds are free from any legal restriction on their application other than they must be spent on the Trust's charitable purposes; they include the General and designated funds. The financial surpluses of properties are transferred to unrestricted funds unless they relate to endowment investment income, specific gifts or where there are legal trusts to apply the whole of the income of a property only at that property.
Unrestricted Legacy Receipts	Legacies	Legacy receipts which can be applied to any charitable purpose of the Trust other than administration.

## Operating Margin

As explained in the Financial Review on page 17, Operating Margin is the principal financial target we use for management purposes. The table below shows how this was calculated over the last five years.

	Note	2014 £m	2015 £m	2016 £m	2017 £m	2018 £m
Membership income	3	150.3	161.0	178.1	200.7	219.8
Rents received	4	40.4	42.7	44.7	45.9	47.5
Admission fees	4	22.3	24.5	26.3	28.4	30.5
Investment income	19	46.6	47.7	48.8	48.2	46.9
Enterprise, Renewables and Charitable trading income	5,6	126.8	138.5	149.8	161.6	167.4
Hotel contribution	5,6	0.2	0.2	0.2	0.1	0.1
Appeals and gifts		10.2	12.2	11.0	11.5	13.2
Operating grants and contributions	2	8.3	8.0	6.2	6.1	5.8
Other operating income <sup>4</sup>	4	3.1	3.7	4.4	6.5	4.7
Exceptional income <sup>3</sup>		(1.1)	-	-	-	-
<b>Total ordinary income</b>		<b>407.1</b>	<b>438.5</b>	<b>469.5</b>	<b>509.0</b>	<b>535.9</b>
Fundraising costs <sup>2</sup>	11	2.5	2.4	2.8	2.8	3.1
Property operating costs	11	189.1	196.3	205.0	216.1	236.4
Enterprise and renewable energy costs	5	44.7	47.2	53.8	53.8	52.2
Internal conservation and advisory services <sup>2</sup>	11	33.0	33.6	35.1	37.2	42.4
Membership costs <sup>2</sup>	11,13	42.7	42.6	42.6	42.7	49.8
Support service costs	14	42.9	50.0	54.7	57.7	62.4
FRS17/102 pension costs adjustment		2.4	6.8	(4.8)	4.0	(2.2)
Other project costs <sup>5</sup>		(16.5)	(15.8)	(8.9)	(6.4)	(20.2)
Exceptional costs <sup>5</sup>		-	-	-	-	0.9
<b>Total ordinary expenditure</b>		<b>340.8</b>	<b>363.1</b>	<b>380.3</b>	<b>407.9</b>	<b>424.8</b>
<b>Operating margin £</b>		<b>66.3</b>	<b>75.4</b>	<b>89.2</b>	<b>101.1</b>	<b>111.1</b>
<b>Operating margin %</b>		<b>16.3%</b>	<b>17.2%</b>	<b>19.0%</b>	<b>19.9%</b>	<b>20.7%</b>
<b>Operating margin</b>		<b>66.3</b>	<b>75.4</b>	<b>89.2</b>	<b>101.1</b>	<b>111.1</b>
Less investment income under total return	19	(23.5)	(24.6)	(25.8)	(28.2)	(25.0)
Legacies		45.9	50.5	51.6	61.7	51.9
Project grants and contributions	2	14.1	14.6	13.0	11.8	12.2
Gains on disposal of property and insurance claims	7	2.7	2.1	0.3	1.9	1.2
Long lease buy out	7	-	-	-	20.5	-
Other project income		1.4	1.3	0.8	1.4	3.0
Expenditure on property projects <sup>1,2</sup>	11,12	(96.1)	(109.0)	(118.2)	(134.2)	(133.1)
Acquisitions <sup>2</sup>	18	(5.3)	(6.9)	(16.4)	(9.2)	(10.4)
Other project costs <sup>5</sup>		(16.5)	(15.8)	(8.1)	(6.5)	(20.2)
Other costs and exceptional items <sup>6</sup>		3.5	6.8	(4.8)	4.0	(1.3)
<b>Net (expenditure)/income per SOFA</b>		<b>(7.5)</b>	<b>(5.6)</b>	<b>(18.4)</b>	<b>24.3</b>	<b>(10.6)</b>

<sup>1</sup> Project expenditure from 2017 onwards

<sup>2</sup> Excludes allocated support costs

<sup>3</sup> Exceptional income includes sponsorship income recognised through Enterprise income in 2014

<sup>4</sup> Excludes income attributable to project activity

<sup>5</sup> Project costs shown under headings other than expenditure on property projects

<sup>6</sup> 2016 onwards relates to pension costs adjustments under FRS102

# Governance of the National Trust

## Membership of the Board of Trustees, the Council, Committees and Executive Team

As at 28 February 2018

### Trustees

Tim Parker, *Chair*  
Orna NiChionna, *Deputy Chair*  
Michael Day CVO  
David Fursdon  
Caroline Goodall  
Sandy Nairne CBE  
John Sell CBE  
David Smart  
Nick Stace (from September 2017)  
Prof. Carys Swanwick

### Council

Tim Parker, *Chair*  
Orna NiChionna, *Deputy Chair (appointed by the Soil Association)*  
Steve Anderson (*elected member*)  
Peter Bate (*appointed by the Tenants' Association of the National Trust*)  
Clare Broom (*elected member*)  
Prof. Valerie Brown (*appointed by RSPB*)  
Christopher Catling (*elected member*)  
Robert Caudwell (*appointed by the National Farmers' Union*)  
Barbara Cooper CBE, *Senior Member (elected member)*  
Jonica Fox (*elected member*)  
Cristina George (*elected member*)  
Sarah Green (*elected member*)  
Sarah Haidry (*appointed by The Prince's Trust*)  
Dr Ruth Hall CB (*appointed by Natural Resources Wales*)  
Elizabeth Hamilton (*appointed by the Campaign to Protect Rural England*)  
Dr Marion Harney (*appointed by The Gardens Trust*)  
Robert Hunter (*appointed by the Historic Houses Association*)  
Caroline Kay (*elected member*)  
Jo Kelly (*appointed by the John Lewis Partnership*)  
John Lyon CB (*elected member*)  
Fay Mansell OBE (*appointed by the National Federation of Women's Institutes*)  
Bob Mark (*elected member*)

Emma Mee (*elected member*)  
Philip Monk (*elected member*)  
Philip Mulligan (*appointed by The Conservation Volunteers*)  
Nicky Philpott (*appointed by the Ramblers*)  
Dr Anne Powell OBE (*appointed by The Wildlife Trusts*)  
Oliver Reichardt (*elected member*)  
Miles Roberts (*appointed by The Arts Society*)  
Paul Roberts (*elected member*)  
Sanya Sheikh (*elected member*)  
David Smart (*elected member*)  
Nick Stace (*elected member*)  
Guy Trehane (*elected member*)  
Derek Twine CBE (*appointed by The Scout Association*)  
Elizabeth Whitehouse (*elected member*)  
Prof. John Wibberley (*appointed by the Royal Agricultural Society of England*)  
Richard Wright (*elected member*)

### Appointing Body Observers to the Council\*

David Heath (*appointed by the Society for the Protection of Ancient Buildings*)  
Robert Hillier OBE (*appointed by the Royal Horticultural Society*)  
Nichola Johnson OBE (*appointed by the Museums Association*)  
Dr David Leigh (*appointed by the Institute of Conservation*)  
Rodney Morgan-Giles (*appointed by the Country Land & Business Association*)  
Beverley Penney (*appointed by the Open Spaces Society*)  
Prof. David Stocker (*appointed by the Council for British Archaeology*)  
Patricia Yates (*appointed by VisitBritain*)

\*Following the 2015/16 Governance Review the number of Appointing Bodies is being reduced from 26 to 18 by the 2018 Annual General Meeting. The Council has agreed that those Appointing Bodies affected during the transition period may retain an Observer status on the Council until the 2018 AGM.

We are waiting for an Appointing Body, the Confederation of British Industry, to confirm its appointee to the Council

# Membership of the Board of Trustees, the Council, Committees and Executive Team (continued)

## Standing Committees of the Board

### Audit Committee

Caroline Goodall, *Chair*  
Justin Atkinson  
Orna NiChionna  
Andrew Popham  
David Smart

### Investment Committee

Nicholas Sykes, *Chair*  
Andrew Fleming  
Sir Edward Greenwell  
Orna NiChionna  
Victoria Sant  
David Smart

### Senior Management Remuneration Committee

Tim Parker, *Chair*  
Carrie Gilmore  
Sandy Nairne CBE  
Orna NiChionna  
Liz Spencer

## Committees of the Council

### Nominations Committee for the appointment of Trustees

John Lyon, *Chair*  
Sarah Haidry  
Karen McArthur  
Orna NiChionna  
Derek Twine

### Nominations Committee for elections to the Council

Barbara Cooper (*Senior Member*), *Chair*  
James Bigwood  
Philip Monk  
Oliver Reichardt

### Nominations Committee for the review of Appointing Bodies

Jonica Fox, *Chair*  
Steve Anderson  
Karen McArthur  
Paul Roberts

The Board of Trustees, the Council and Executive Team are supported by Paul Boniface, the Secretary of the National Trust.

### Board of Historic House Hotels Limited

As at 28 February 2018

Richard Broyd, *Chair*  
Lionel Chatard  
Chris Feeney  
Matthew Johnson  
Neil Kenyon  
Elgan Roberts  
Sarah Staniforth  
Peter Vermeulen  
Neil Kenyon, *Company Secretary*

### Board of The National Trust (Enterprises) Limited

As at 28 February 2018

Jill Little, *Chair*  
James Bennett  
Jackie Jordan  
Hilary McGrady  
Tim Moore  
Orna NiChionna  
Tim Butler, *Company Secretary*

### Board of National Trust (Renewable Energy) Limited

As at 28 February 2018

Jill Little, *Chair*  
James Bennett  
Jackie Jordan  
Hilary McGrady  
Tim Moore  
Orna NiChionna  
Tim Butler, *Company Secretary*

### Board of Countryside Commons Limited

As at 28 February 2018

Tim Butler  
Tim Nicholson  
Jo Cooke, *Company Secretary*

### Executive Team

As at 28 February 2018

Dame Helen Ghosh, DCB, *Director-General*  
Tim Butler, *The Solicitor*  
Mark Harold, *Director of Land and Nature*  
Jackie Jordan, *Director of Brand, Marketing and Supporter Development*  
Tina Lewis, *Director of People and Legal Services*  
Hilary McGrady, *Chief Operating Officer*  
John Orna-Ornstein, *Director of Curation and Experience*  
Peter Vermeulen, *Chief Financial Officer*

We wish to put on record our thanks to former Executive Team member Peter Nixon who retired during 2017/18 after over 30 years loyal service.

## 2017 Annual General Meeting

The National Trust's Annual General Meeting was held at STEAM, the Museum of the Great Western Railway in Swindon on Saturday 21 October 2017. The Chair, Tim Parker, welcomed some 500 members to Swindon and many members who had joined the meeting via the webcast.

This was the last AGM for Director-General Dame Helen Ghosh. Over the last five years the Trust had achieved a number of milestones, including reaching five million members, 65,000 volunteers and 24.5 million visitors to its pay-for-entry properties. The Trust had also invested more funds in its estate and its people and delivered better on-line experiences for members. The strategy, *Playing our part*, had been launched, articulating an assessment of what the nation needs from the National Trust in the early 21st century. The strategy gave new impetus to improving the health and beauty of the natural environment, offering more imaginative ways of interpreting properties and helping people connect with and protect the places where they live.

The Trust was performing well against its strategy, making excellent progress against stretching targets for membership growth and visit numbers. While the challenge of managing high visitor numbers at peak times was met by investing in a substantial programme to improve visitor infrastructure, the Trust had also invested £139 million in conservation during the last year. This included work at Knole in Kent where the Trust was delivering a new state-of-the-art conservation studio as well as the largest building and restoration project in the Trust's history. Work also continued at Clendon Park in Surrey ahead of planned restoration, where visitors could see the structure of the building which had survived the fire in 2015.

Over the next ten years the Trust was committed to restoring or creating 25,000 hectares (61,777 acres) of wildlife habitats and working on its own land and with tenants to raise all of its designated wildlife sites to good ecological condition. At High Peak Moors in the Peak District the Trust had worked with tenants, stakeholders and partners to restore them as part of a 50-year vision. 80 hectares (198 acres) of bare peat which was being washed away in 2010 was now covered in vegetation. The acquisition of land on the White Cliffs of Dover coastline had been achieved with the help of a fundraising appeal over just three weeks and support from players of People's Postcode Lottery, helping to preserve 70 hectares (173 acres) of land in order to preserve existing historical features and access for visitors.

During the year, the Council had further cemented its role as the guardian of the Trust's core purpose and also served as a critical friend to the Board of Trustees. The Board itself had worked well with the Executive Team to ensure that the Board fully probed areas of weakness as well as strength. Over the last year, the Board's discussions had covered topics such as managing visitor growth, volunteering and aspects of the strategy such as outdoors and nature programmes.

The year had not been without its challenges. With more visitors to properties it was important to continue to explore ways to increase access while maintaining the highest standards of conservation. Investment in infrastructure included cafés, toilets and car parks while the Trust continued to think about how better to respond to changes in visitor numbers to balance conservation and a good visitor experience.

The Chair paid tribute to the Director-General and members of the Board of Trustees and Executive Team who were stepping down, and thanked all the staff, volunteers, members and donors whose support enabled the Trust to look after special places for ever, for everyone.

The Chair and Director-General, along with members of the Executive Team, responded to the questions and concerns of individual members.

The members' resolution about the A303 at Stonehenge was debated. While the Government was committed to protecting the World Heritage Site, the landscape and its archaeology was threatened by plans for a major road engineering project involving a new expressway at each end of a 1.8-mile twin-bored tunnel. The Trust had looked after the landscape for 90 years, the last 20 of which in partnership with others to restore the landscape setting of the stones and their surrounding monuments. The Trust had sourced and secured significant improvements to the changes in Highways England's approach to the scheme and believed that, if sited and designed well, it would significantly enhance and protect the Stonehenge landscape. The resolution was not carried.

The members' resolution for a cessation of trail hunting, exempt hunting and hound exercise was debated. The resolution highlighted the impact on foxes, badgers and other wildlife caused by hunts which it was alleged continued to follow traditional hunting activities. Self-monitoring by hunts reported low numbers of accidental kills per hunt each year, while independent monitors suggested that these occurrences were much higher. Hounds could often be some miles from the hunt, meaning they were unsupervised with no safety assurance for wildlife. The Trust felt that trail hunting had a role alongside many other countryside pursuits, and its recent review of its licensing arrangements were aimed to ensure that trail hunting was pursued responsibly. This included the use of artificial scents to reduce the chance of animals being accidentally chased and killed, and the banning of terrier men. Consultation with hunts and the police was in hand to determine how this would be enforced responsibly. The resolution was not carried.

### The results of the resolution were as follows:

#### Resolution to adopt the Annual Report and Financial Statements for 2016/17

*Result: carried on a show of hands*

#### Resolution to approve the appointment of KPMG LLP as auditors until the conclusion of the next Annual General Meeting

*Result: carried on a show of hands*

#### Members' resolution about the A303 at Stonehenge

*Result: not carried*

	For	Against
<b>Specified</b>	21,898	23,303
<b>Discretionary</b>	5	6,710
<b>Abstentions</b>	11,089	11,089
<b>Total</b>	21,903	30,013

#### Members' resolution for a cessation of trail hunting, exempt hunting and hound exercise

*Result: not carried*

	For	Against
<b>Specified</b>	28,629	27,525
<b>Discretionary</b>	2,057	3,460
<b>Abstentions</b>		1,925
<b>Total</b>	30,686	30,985

## 2017 Annual General Meeting (continued)

The results of the elections to the Council were as follows (shown in the order they appeared on the ballot paper):

Candidate	Number of votes	Elected/re-elected
Sarah Green	19,439	Elected
Steve Anderson	24,428	Re-elected
Virginia Llado-Buisan	10,084	
Raymond Williams	7,301	
Leigh McManus	8,163	
Guy Trehane	16,099	Elected
Emma Mee	18,189	Elected
Michael Tavener	5,049	
Elizabeth Staples	8,956	
Inga Grimsey	15,226	
Christopher Catling	21,622	Elected
Edel Trainor	11,363	
Stephen Cox	11,141	
Bella Mezger	9,513	
Joff Whitten	7,741	
Caroline Kay	17,579	Elected
Duncan Mackay	11,786	
Grevel Lindop	13,052	
Caroline Jarrold	9,744	
Dylan Williams	9,725	
John Godfrey	10,222	

The 2018 AGM takes place at STEAM, the Museum of the Great Western Railway in Swindon on Saturday 20 October 2018.

# Year on record

## Acquisitions of properties, works of art and other objects

### East of England

#### Property

##### **Fair Lady Plantation, Abbotswood, West Runton, Cromer, Norfolk**

[BNG: TG185419, XY: 618468, 341939]

The acquisition of 0.98 hectares (2.34 acres) of woodland to join with existing Trust land which will aid restoring a priority habitat. Funded by the memorial fund of John Idiens, a longstanding volunteer and secretary of the Local Management Committee.

##### **Land on the north-east side of Rand Drove, Wicken Fen, Cambridgeshire**

[BNG: TL554684, XY554401, 268420]

The acquisition of 8.79 hectares (21.72 acres) of freehold arable land which will be restored to wetland to allow rare species to move and spread out. Funded from the National Trust Wicken Fen funds.

##### **Old Bar Drove, Wicken Fen, Cambridgeshire**

[BNG: TL555665, XY555555, 266566]

The acquisition of 2.98 hectares (7.36 acres) of freehold arable land and remaining peat deposits which will enable the Trust to protect this resource from further degradation. Funded from the National Trust Wicken Fen funds.

#### Chattels

##### **Peckover House, Wisbech**

A French Boulle work French clock, given by the Peckover family to Hannah Miller, the family governess, upon her retirement in the early twentieth century, has been donated. NT782600.

### London and South East

#### Property

##### **Land at Toad Hall, Lane End Common, Lewes, East Sussex**

[BNG TQ408228, XY540870, 122800]

The acquisition of 1.15 hectares (2.84 acres) of floodplain on the River Ouse to unite the Sheffield Park gardens and parkland and improve the visitor experience. Funded by Sheffield Park.

##### **Part of Wanstone Court Farm, Upper Road, St Margaret's, Cliffe, Dover**

[BNG: TR351431, XY635153, 143124]

The acquisition of 72.68 hectares (179.60 acres) of agricultural farmland adjoining the White Cliffs of Dover, known as Wanstone Court Farm. The land joins up with existing land to provide spreading room for nature and better access for people. The acquisition contains a number of Second World War structures with a significant heritage story to tell, and opportunities to support the visitor operation. Funded by regional funds, property funds and a national fundraising campaign.

##### **Woodland at Ashridge, Nettleden, Little Gaddesden, Hertfordshire**

[BNG: SP997127, XY499762, 212730]

The acquisition of 0.86 hectares (2.13 acres) of woodland that would originally have formed part of the Ashridge Estate. The land is also adjacent to other, much larger, areas of protected land. Gifted through a legacy from Mr William Allen.

#### Chattels

##### **Chartwell, Kent**

A group of inscribed books, medals, awards and other objects connected to Sir Winston Churchill was purchased by private treaty with funds from the Heritage Lottery Fund and Chartwell reserves. Entry record 7921.

##### **Ham House, Richmond upon Thames, Surrey**

A waxed paper negative depicting Ham House and dating from about 1850 was purchased at auction at Dominic Winter, Cirencester. NT2900253.

##### **Hartwell House, Buckinghamshire**

Two paintings with a provenance from Hartwell House. A portrait of Sir William Lee (1688–1754) by John Vanderbank (1694–1739) and a portrait of Anne Lee, Mrs George Venables Vernon (d. 1742), attributed to Thomas Bardwell (1704–67), were purchased by private treaty with the help of a grant from a fund set up by the late Hon. Simon Sainsbury. NT2900239–40.

##### **Hinton Ampner, Hampshire**

A policeman's truncheon dated 1829 with a provenance from Hinton Ampner village was purchased at auction at Sworders, Stansted Mountfitchet. NT2900247.

##### **Knole, Kent**

A tool box and collection of tools that belonged to S G Doggett, who was a carpenter-joiner at Knole between 1898 and 1960, were donated by his granddaughter, Anne Duggan. NT131699.

##### **Quebec House, Kent**

Three portraits with a connection to Quebec House, of General James Wolfe (1727–59) and of his friend General George Warde (1725–1803), as boys (painted retrospectively), both by Benjamin West (1760–1820), and of James Wolfe's mother, Henrietta Wolfe, née Thompson (1703–64), attributed to George Knapton (1698–1778) were purchased by private treaty. NT529238–40.

##### **Sissinghurst, Kent**

The Nicolson family photographic archive, comprising photograph albums and loose photographs taken by and depicting Vita Sackville-West (1892–1962), Harold Nicolson (1886–1968), their family, lovers and friends, at Sissinghurst and elsewhere, was purchased by private treaty. Entry record 7075.

##### **Waddesdon Manor, Buckinghamshire**

A Hispano-Moresque basil pot, tin-glazed earthenware, Valencia region, Spain, 1440–70, probably acquired by Baron James de Rothschild (1792–1868) and then handed down in the Rothschild family, was accepted by HM Government in lieu of inheritance tax and allocated to the National Trust for display at Waddesdon Manor in Buckinghamshire. Accession no. 10287.

## Midlands

### Property

#### **Corner Cottage and Sandy Orchard, Croome D'Abitot, Severn Stoke, Worcestershire**

[BNG SO887452, XY388750, 245294]  
The acquisition of the cottage and 0.6 hectares (1.48 acres) of land immediately adjacent to Croome Park's current visitor car park. The land will be used for expansion of the existing car park. Funded by Croome's reserves.

#### **Land at Kingsford Country Park, Kingsford Lane, Wolverley, Worcestershire**

[BNG: SO827817, XY382796, 281762]  
The acquisition of 79.73 hectares (197 acres) of ecologically rare lowland heath habitats. The ownership of this land will allow the unified management of this important landscape. The land has been gifted by Worcester County Council.

#### **Jinlye, Long Mynd<sup>25</sup>**

[BNG SO452960, XY345200, 296000]  
The acquisition of 3.84 hectares (9.49 acres) of upland meadows which are a fine example of upland unimproved acid grassland adjacent to the Long Mynd Estate. Funded from regional bequests for use in Shropshire.

#### **2 Far End Cottages, Sheepscombe, Stroud, Gloucestershire GL6 7RL (Ebworth Estate)**

BNG: SO896106, XY389691, 210692  
Acquisition of the remaining 50% share of 2 Far End Cottages adjacent to existing NT cottages helps to secure both strategic access to the woods for the future and a financial income from rent. Funded by Miss S M Jones-Valentine bequest.

## Chattels

#### **Attingham Park, Shropshire**

A pair of Piedmontese Neo-classical stools, made in about 1810 and with a likely provenance from the 3rd Lord Berwick (1773–1842), was purchased at auction at Dreweatts, Donnington Priory, funded by gifts and bequests. NT2900222.1–2.

#### **Biddulph Grange, Staffordshire**

A Spode plate from a service depicting places near Biddulph Grange, commissioned for the 21st birthday of James Bateman (1811–97), the creator of the garden at Biddulph, was donated by Ruth Eckstein in memory of her mother, Eve Eckstein. NT104452.

#### **Charlecote Park, Warwickshire**

A pair of Boule cabinets with a provenance from William Beckford (1760–1844) was accepted in lieu of inheritance tax by HM Government and allocated to the National Trust for display at Charlecote Park. As the agreed market value of the cabinets is higher than tax owed, the National Trust was asked to reimburse the offeror for the difference. This 'hybrid element' was funded by contributions from the Miss G E Ashton bequest, from other gifts and bequests, from a fund set up by the late Hon. Simon Sainsbury and from the Art Fund. NT533018.1–2.

#### **Croome Court, Worcestershire**

Two chairs, formerly in the Chinese Boudoir at Croome Court and sold at auction in 1948, have been donated. NT171499.1–2.

#### **Wightwick Manor, Wolverhampton**

The Munro collection of 51 drawings by and attributed to Dante Gabriel Rossetti (1828–82) was accepted by HM Government in lieu of inheritance tax from the estate of Katherine Elizabeth Neaves Macdonald and allocated to the National Trust for display at Wightwick Manor. NT1287108–59.

## North

### Property

#### **Land at Lifeboat Road, Formby, Liverpool, Merseyside**

[BNG: SD275062, XY327500, 406200]  
The acquisition of 203.97 hectares (504 acres) of pine woodlands, dunes and beach abutting the Trust's existing land at Formby. The land has been gifted by Sefton Council. A legacy from Mrs D P Rowlandson and the Neptune fund will fund the maintenance of this land.

#### **Land at Ulpha, Broughton in Furness, Cumbria**

[BNG: SD194 928, XY319402, 492804]  
Acquisition of two meadows totalling 0.594 hectares (1.47 acres) and comprising two scarce priority habitats which are at risk of being lost. Gifted through a legacy from Professor Christopher Brooke.

#### **Tughall Mill, Tughall, Chathill, Northumberland**

[BNG: NU226276, XY422600, 627600]  
The acquisition of 80 hectares (197.69 acres) of outstanding landscape (AONB) of European importance for its nature value, especially birds, comprising farmland, foreshore and beach. The additional buildings are likely to be sold and the Trust will work with others to find a purpose for the additional buildings to establish the best solution. Funded from regional funds and central funds.

### Chattels

#### **Gawthorpe Hall, Lancashire**

Five oil paintings depicting members of the Nowell family – Roger Nowell (b. c.1674), Rebecca Nowell, née Heber (d. 1774), Thomas Michael Nowell (1760–1807), Alexander Nowell (1761–1842), Richard Nowell (1764–1831) – were donated by Jane Elizabeth Douglas. NT422003-4, NT422014-16.

## Lyme Park, Cheshire

A longcase clock by Thomas Tompion (1639–1713) was bequeathed to Lyme Park by the late Richard T Berney. NT2900213.

## Northern Ireland

### Chattels

#### **Mount Stewart, County Down**

A red document box supplied to Charles Vane-Tempest-Stewart, 7th Marquess of Londonderry (1878–1949) when he became Secretary of State for Air in 1931 was purchased from The Honourable The Irish Society. NT1656736.

A blue document box, supplied to Charles Vane-Tempest-Stewart, 7th Marquess of Londonderry (1878–1949) when he became chairman of the Royal Commission on London Squares in 1927, was donated by his granddaughter, Lady Rose Lauritzen. NT1656792.

## South West

### Property

#### **Former Avebury United Reformed Church (URC) premises, Avebury, Wiltshire**

[BNG: SU102699, XY410260, 169940]  
The acquisition of the former URC chapel and 0.37 hectares (0.91 acres) in the middle of the Neolithic henge and stone circle at Avebury. The chapel is Grade II listed and important locally with historic links to Silbury House. It will be developed as a visitor reception and interpretation centre for the historic and natural environment. Funded by Avebury's reserves.

#### **Land adjacent to 6 Trerice, Trerice, St Newlyn East, Cornwall**

[BNG: SW839584, XY183971, 58423]  
The acquisition of 1.84 ha (4.55 acres) of woodland and permanent pasture, important to protecting the setting of Trerice, a Grade I listed Elizabethan manor and garden. Funded by a legacy from Miss D C Hersey.

<sup>25</sup> This acquisition was omitted from our 2014/15 Annual Report



## Acquisitions of properties, works of art and other objects (continued)

### Land on the west side of Lower Eype Farm, Barn Close, Bridport, Dorset

[BNG: SY446918, XY344571, 91792]

The acquisition of 2.39ha (5.91 acres) of land adjoining existing National Trust land which will enable the setting, landscape and environment to be protected and enhanced. The land is predominantly sloping pasture with approximately 0.40 hectares (1 acre) of recently planted native broadleaved trees. Funded by a legacy from Miss D M Clarke.

#### Chattels

### Woodchester Park, Gloucestershire

Two designs by Humphry Repton (1752–1818) for Woodchester Park, grey wash on card, and two etchings of Woodchester Park, attributed to Amelia, Lady Farnborough (1762–1837), were purchased from Karen Taylor Fine Art, London. NT2900218–21

#### Wales

#### Property

### Treleddydd Fawr Cottage, St Davids, Pembrokeshire<sup>26</sup>

Treleddydd Fawr Cottage, St Davids, Pembrokeshire [Completed 2014/15]

[BNG:SM 753279, XY 275313, 227863]

Purchase of 0.57 acres 0.23Ha

#### Chattels

### Penrhyn Castle, Gwynedd

A group of 34 oil paintings, mostly thought to have been collected by Edward Gordon Douglas-Pennant, 1st Baron Penrhyn of Llandegai (1800–86), and a set of six watercolours attributed to John Cleveley (1747–86) depicting the Pennant family's Jamaican estates, were accepted by HM Government

from the Penrhyn Settled Estates in lieu of inheritance tax and allocated to the National Trust for display at Penrhyn Castle. NT1420040.1–6, NT1420339–48, NT1420351, NT1420353, NT1420357, NT1420359–61, NT1422017–21, NT1422177–9, NT1422181–5, NT1422187–96.

### Plas Newydd, Anglesey

A portrait of Lord Henry Paget, later 7th Marquess of Anglesey (1922–2013) by Rex Whistler (1905–44) was purchased at auction at Sotheby's, London, with funds from gifts to Plas Newydd, from legacies to National Trust properties in North Wales and from Mrs G D Hamer bequest. NT2900223.

### Plas yn Rhiw, Gwynedd

Two watercolours by Mildred Eldridge (1909–91), Ysppyty Ifan (1941) and Welsh Black Lleyrn (1948), were purchased from Abbott and Holder, London. NT2900224 and NT2900225.

### Tredegar House, Newport

An 1869 Merryweather 'Paxton' fire pump with a provenance from Tredegar was donated by the South Wales Fire and Rescue Service. NT1553873.

## Visiting figures

Properties open at a charge with more than 50,000 visitors in 2017/18.

Property	2017/18	2016/17
Giant's Causeway	693,312	665,581
Clumber Park <sup>27</sup>	653,065	107,257
Cliveden	490,708	475,604
Attingham Park	470,688	466,658
Belton House	445,821	450,293
Larrybane	435,330	432,984
Waddesdon <sup>28</sup>	467,756	423,436
Fountains Abbey Estate	413,513	414,035
Anglesey Abbey	392,646	371,593
Calke Abbey	392,581	356,436
Stourhead	389,169	395,341
Mottisfont	377,268	367,476
Polesden Lacey	356,133	364,802
St Michael's Mount	345,610	344,244
Wimpole Estate	343,357	319,269
Nymans	343,055	336,827
Kingston Lacy	339,469	315,384
Tyntesfield	315,800	311,721
Dunham Massey	293,908	285,637
Sheffield Park	289,819	288,220
Gibside	281,766	277,613
Hardwick	279,127	241,368
Lanhydrock	274,794	279,262
Ickworth	273,980	252,451
Croome	266,714	272,986
Bodnant Garden	256,011	243,055
Killerton	255,071	245,486
Dyrham Park	251,563	245,451
Quarry Bank Mill	251,474	213,161
Cragside	247,477	228,044
Chartwell	245,690	229,729
Corfe Castle	242,738	243,414
Wallington	234,737	226,090
Baddesley Clinton	225,992	224,281
Packwood House	221,993	199,993
Charlecote Park	221,983	206,516
The Vyne	220,833	166,790
Mount Stewart	216,625	189,045
Dunster Castle	214,369	200,606
Stowe	212,406	214,366
Speke Hall	203,074	148,217
Trelissick	202,825	177,297
Sissinghurst Castle Garden	199,690	199,301
Hanbury Hall	199,334	184,459
Saltram	197,104	175,894
Blickling Estate	193,822	166,710
Lacock Abbey	187,364	176,115
Knole	186,235	149,254
Wakehurst Place <sup>29</sup>	185,876	159,862
Claremont Landscape Garden	181,000	183,719
Petworth House and Park	178,777	175,622
Shugborough Hall <sup>30</sup>	177,687	0
Hidcote	176,257	174,525
Scotney Castle	173,889	165,147
Bodiam Castle	173,252	187,347
Knightshayes Court	173,107	159,927
Sudbury Hall	173,059	175,741
Montacute House	170,819	166,564
Kedleston Hall	170,725	144,288
Cotehele	166,795	168,179
Ightham Mote	165,736	150,495
Erddig	163,731	166,620
Chirk Castle	162,353	151,612

<sup>26</sup> This acquisition was omitted from our 2014/15 Annual Report

Hinton Ampner	151,255	152,560
Hughenden	150,343	146,601
Nostell	148,631	137,462
Standen House and Garden	146,304	133,684
Basildon Park	145,429	143,394
Powis Castle	145,375	154,158
Winkworth Arboretum	144,522	139,704
Hatchlands	144,053	133,445
Plas Newydd	144,028	147,928
Beningbrough Hall	143,246	141,251
Greys Court	141,819	134,510
Castle Ward	138,253	139,295
Lyme Park	135,292	141,563
Browsea Island	133,059	131,957
Dyffryn Gardens	128,798	112,685
Bateman's	125,631	129,305
Avebury Manor	125,373	115,771
Emmetts Garden	124,072	112,387
Sizergh Castle	122,463	111,983
Coughton Court	120,697	115,453
Penrhyn Castle	120,498	111,677
Hilltop	118,955	113,964
Coleton Fishacre	118,269	117,741
Ham House	118,187	114,325
Barrington Court	115,579	107,825
Buckland Abbey	114,149	99,248
Snowhill Manor and Garden	111,723	103,805
Biddulph Grange Garden	111,598	101,743
Greenway	110,166	100,799
Croft Castle	110,057	102,595
Oxburgh Hall	109,233	87,245
Upton House and Garden	102,907	106,058
Felbrigg Hall, Garden and Estate	101,626	113,409
Sutton Hoo	100,023	94,647
Castle Drogo	99,744	91,052
Wray Castle	97,787	101,994
Wightwick Manor	96,393	86,563
Arlington Court	95,870	96,509
Rowallane Garden	93,850	84,609
Berrington Hall	93,194	92,551
Dudmaston	91,977	90,223
Tredegar House	89,196	95,185
Dinefwr	87,935	75,373
Osterley Park	86,717	82,218
Glendurgan Garden	85,395	81,119
Chedworth Roman Villa	81,104	79,011
Uppark	79,518	83,090
Little Moreton Hall	79,353	77,226
Trerice	78,268	71,598
Seaton Delaval Hall	78,107	70,960
Lydford Gorge	77,070	71,280
Canons Ashby	72,669	64,279
Lytes Cary	72,171	66,945
Nunnington Hall	71,879	69,374
Trengwainton Garden	66,961	62,228
Wicken Fen	65,153	63,224
Newark Park	61,230	56,866
Tattershall Castle	60,931	53,308
Rufford Old Hall	58,844	55,866

A La Ronde	58,089	48,155
Brockhampton Estate	56,309	54,045
The Needles	55,436	53,660
The Courts Garden	54,211	51,747
Treasurer's House	54,186	53,114
The Workhouse, Southwell	53,534	46,002
Moseley Old Hall	52,131	45,883
Downhill Demesne and Hezlett House	52,016	48,195
Tintagel Old Post Office	51,957	49,280
Mompesson House	51,920	41,370
Prior Park	51,057	47,729
Godolphin	50,846	41,787
Winchester Mill	50,124	47,887

<sup>27</sup> Visitor numbers are now calculated on a pay per head model instead of car park ticket model

<sup>28</sup> Waddesdon Manor is supported and independently managed by The Rothschild Foundation

<sup>29</sup> Visits to Wakehurst Place are not included in our total reported visitor numbers as they are supported and managed by Royal Botanical Gardens Kew

<sup>30</sup> In 2016/17 the operation of Shugborough Hall came back to the Trust following the surrender of a long lease granted to a third party

## Grants and donations

### Acknowledgements for 2017/18

#### Heritage Lottery Fund

We are extremely grateful to National Lottery players and the Heritage Lottery Fund for their remarkable support over many years. This year we have reviewed what we have achieved with the support of the HLF since its foundation in 1994. Thanks to grants totalling more than £107 million, and estimated match funding in excess of £230 million, we have completed 165 projects to restore houses, gardens and countryside across England, Wales and Northern Ireland. Over the past year we have been awarded £81,500 for restoration of the floodplain habitat at Sheffield Park, £1.8 million towards improved access and interpretation at Sutton Hoo, and £683,900 for conservation, access and learning at Fell Foot in the Lake District. These grants will build on experience from projects such as Croome Redefined and our work at Tyntesfield, funded by a grant of £20 million following the acquisition of the estate in 2002

#### Wolfson Foundation

We are delighted to be continuing our joint programme for conservation with The Wolfson Foundation. Over the next two years, up to £1 million from the Foundation will be spent on some of our highest priority conservation projects, helping us match funding from other supporters or undertaking critical work that others will not fund. This will add to the 43 projects already carried out at 39 properties by this partnership. We are very grateful to the Wolfson Foundation for its ongoing support through this partnership.

#### Players of People's Postcode Lottery

We would like to thank players of People's Postcode Lottery for their continued support of the work of the National Trust, which totals £1.475 million since 2013. The most recent award of £750,000 in January 2018 includes £450,000 to support significant nature conservation activity across England and Wales as part of the National Trust's ambition to work with its tenants and partners to reverse the alarming decline in UK wildlife, aiming to restore 25,000 hectares (61,777 acres) of wildlife-rich habitat by 2025. This included a significant contribution towards our appeal to acquire and care for new land at the White Cliffs of Dover. In addition, £300,000 is supporting the 2018 Heritage Open Days festival, a national festival of England's history and culture, which takes place every September, offering free access and family days out. We are most grateful for players' continued and generous support.

#### The Royal Oak Foundation

We would like to thank The Royal Oak Foundation for its continued and significant support of the National Trust. The Royal Oak Foundation seeks to raise awareness of and advance the work of the National Trust by inspiring support from the United States for the Trust's efforts to conserve and protect historic places. During 2017 The Royal Oak Foundation has continued its campaign to raise funds in support of our project at Chartwell. In addition we received generous contributions to our work in the Lake District and at Knole, in Kent, amongst others. The National Trust is grateful to all Royal Oak donors for their commitment and generosity.

#### The Rothschild Foundation

We are most grateful to Lord and Lady Rothschild and The Rothschild Foundation for their continued generosity towards Waddesdon Manor in Buckinghamshire, as well as their conservation and development of the much wider Waddesdon footprint. Supported and independently managed by The Rothschild Foundation, Waddesdon attracted nearly 470,000 visitors in 2017/18. Visitors were able to enjoy Waddesdon's remarkable collection, gardens, aviary and archive, alongside a wonderfully varied exhibition and events programme.

Highlights in 2017 included *Creatures and Creations*, a collaboration with contemporary artist Platon H, fashion designer Mary Katrantzou and the Natural History Museum, Tring, of new work inspired by Rothschild natural history collections, and *Power and Portraiture*, highlighting a pair of portraits of Queen Elizabeth I and her Ambassador to France, newly attributed to Nicholas Hilliard and on display for the first time. Glorious Years celebrated Waddesdon's exceptional collection of French 18th-century calendars, which have never been shown before.

The manor also ran a successful Christmas season with over 180,000 visitors enjoying a new digital projection by the Guildhall School of Music and Drama, commissioned for the façade of the manor work.

## Individuals, Charitable Trusts and Foundations

We would like to thank all our donors for their generous support which helps us to protect the wonderful places in our care and conserve them far into the future.

### Individuals, £2,500–£4,999.99

Dr Christopher Beels  
Mrs Rowenna Bellanger  
Mrs H Bennett  
Mr Sydney Brown  
Miss Doreen Burns MBE  
Sir Trevor and Lady Susan Chinn  
Mr Michael Griffiths  
Mr and Mrs Hallett  
Richard and Jenny Hardie  
Mr and Mrs Andrew Haslewood  
Mr and Mrs Hender  
Mr Richard Henderson  
Dr Colin Johnson  
Mr and Mrs Luxford  
Mr Jonathan Noall  
Mr M O'Callaghan  
Miss Netta Rogers  
Sir Anthony and Lady Salz  
Mr and Mrs David Simmonds  
Mr Keith Southern  
Mr R Steinbeis and Ms C Pierard  
Mrs Muriel Stocker in memory of Mr Brian Stocker  
Mr R Wadey  
Dr David Walmsley  
Mr and Mrs John White

### Individuals, £5,000+

Mr Aubrey and Mrs Angela Adams  
Mrs Kim Aldridge  
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Duncan and Jayne Ford  
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Mr and Mrs Philip Lambert  
Mr Ian Lennox  
Ms Lydia Lim  
Mr Matthew and Mrs Frances Lindsey-Clark  
Philippe Lintern  
Dr Frank Lowes  
Dr Helen Lumley in memory of Dr Philip Lumley  
Lord James Lupton CBE and Lady Lupton  
Valeria and Rudolf Maag-Arrigoni  
Sir Laurie and Lady Magnus  
Mr John Marston MBE and Mrs Mette Marston  
Mr and Mrs J B McGrath  
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Wendy and Bill Smyllie  
Andrew and Jane Sutton  
Mr J Thomason  
Mrs Margaret Thornton  
Miss V C Watts  
Mr Timothy Wheildon-Brown  
Mrs Elizabeth White in memory of Mr Roger White  
Roseanne Williams  
Iwan and Manuela Wirth  
Richard and Jacqueline Worswick  
Mr William Worswick

### Charitable Trusts, £2,500–£4,999.99

The Ardbarron Trust  
The Aurelius Charitable Trust  
The Margaret Chattell Charitable Trust

The Thomas Moffitt Clark Charitable Trust  
The Brian Cooke Discretionary Fund  
The Anglesey 2001 Trust  
The Dickinson Charitable Trust  
The George Dudley Herbert Charitable Trust  
Miss Patricia Ann Herbert's Charitable Trust  
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Elda Latin Charitable Trust  
The Leche Trust  
The Mountain Trust  
Mrs I H E M Robertson Deceased Charitable Trust  
Roger and Douglas Turner Charitable Trust  
The Kathleen Smith Foundation

### Charitable Trusts, £5,000+

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The Charlotte Bonham-Carter Charitable Trust  
The David Brooke Charity  
The Buckinghamshire Historic Buildings Trust Ltd  
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The John S Cohen Foundation  
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The Daneway Charitable Trust  
The Anthony du Boulay Charitable Trust  
Fisherbeck Charitable Trust  
Donald Forrester Trust  
The Golden Bottle Trust  
The Ada Hillard Charitable Trust  
The Houghton Dunn Charitable Trust  
The Ironmongers' Company  
The Jordan Charitable Foundation  
The Lidbury Family Trust  
The Linbury Trust

The London Marathon Charitable Trust  
Paul Mellon Centre for Studies in British Art  
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The Ofenheim Charitable Trust  
The Oglesby Charitable Trust  
The Path Trust  
The Pilgrim Trust  
Players of People's Postcode Lottery  
The Eleanor Rathbone Charitable Trust  
The Sigrid Rausing Trust  
The Sir John Ritblat Family Foundation  
The Royal Oak Foundation  
The Linley Shaw Foundation  
The Sheepdrove Trust  
The Statham Family Charitable Trust  
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The Peacock Charitable Trust  
The Susan Thomson Charitable Trust  
Constance Travis Charitable Trust  
The David Webster Charitable Trust  
Wellcome Trust  
The Wolfson Foundation

## Grant-making bodies, landfill operators and environmental trusts

**We thank the following funders for their support which is crucial to conservation work across the Trust:**

Ards & North Down Borough Council  
 Arts Council England  
 Arts Council of Wales  
 Biffa Award  
 Big Lottery Fund  
 CADW  
 City of Sunderland  
 Copeland Borough Council  
 Cornwall County Council  
 Cumbria Waste Management Environment Trust  
 DEFRA  
 Department for Communities (NI)  
 Department of Agriculture and Rural Development (DARDNI)

Department of Agriculture Environment and Rural Affairs (DAERA NI)  
 Devon County Council  
 East Devon District Council  
 East Midlands Development Agency  
 Environment Agency  
 Erasmus+  
 Exmoor National Park  
 Forestry Commission  
 Grantscape  
 Groundwork NI  
 Hampshire County Council  
 Heritage Lottery Fund  
 Historic England  
 HM Treasury  
 Ibstock Enover Trust  
 INTERREG  
 LIFE

Local Action Groups (LAG) England  
 Marine Management Organisation  
 Mendip Hills AONB  
 National Forest  
 National Museums Northern Ireland  
 Natural England  
 Natural Resources Wales  
 Newport City Council  
 North Devon AONB  
 North Devon District Council  
 Northern Ireland Environment Agency (NIEA)  
 Pembrokeshire County Council  
 Penzance Town Council  
 Plymouth City Council  
 Purbeck District Council  
 Research Councils UK  
 Sedgemoor District Council

Shropshire Hills AONB  
 Snowdonia National Park Authority  
 Somerset County Council  
 South Lakeland District Council  
 South Tyneside Council  
 Sport England  
 Stockport Metropolitan Borough Council  
 Trust for Oxfordshire's Environment  
 Viridor Credits Environmental Company  
 Welsh Government  
 WREN  
 Yorkshire Dales National Park Authority

## Companies and Organisations

**We thank the following companies which have supported us this year:**

Alexir Limited  
 Alitex Limited  
 Beazley Group PLC  
 Bettys & Taylors of Harrogate  
 Blueprint Collections Limited  
 Carousel Calendars  
 Charles Bentley & Son Limited  
 Cherish Wild Bird Food Limited  
 Cotswold Outdoors  
 Crane Garden Buildings  
 Creative Tops Limited  
 Daito Bunka  
 Duresta Upholstery Limited  
 First Natural Brands (trading as Tisserand)  
 Good Energy

Hankyu Hanshin Department Store  
 Herbert Smith Freehills LLP  
 Hi Tec Sports UK Limited  
 SC Johnson Ltd  
 Just Go! Holidays  
 Koin Limited  
 Laithwaites Wines Limited  
 Lambert Energy Advisory Limited  
 Liverpool Charity and Voluntary Services (LCVS)  
 Jamie and Michaela Martin  
 MBNA Europe Bank Limited  
 Mondelez International – UK branch (Cadbury)  
 Panasonic  
 E Park and Sons Limited  
 Power NI  
 Rathbones  
 RSA

RSB  
 St Austell Brewery Company Limited  
 Silentnight Group Limited  
 Stevensons (1982) Limited  
 Summit International – a trading division of GOSH International Plc  
 The Headland Hotel  
 The Turtle Mat Company Limited  
 Tregenna Ventures Limited  
 Vale Garden Houses Limited  
 Virgin Experience Days  
 Frederick Warne

## Supporter groups

Under the umbrella of active Supporter Groups for 2017/18 are:

- 173 Centres and Associations
- 23 Friends Groups
- 30 National Trust Volunteer Groups
- 22 Other committees or property specific groups

These 248 listed Supporter Groups raised over £600,000 in support of our conservation work and donated around 120,000 hours of time. This combination of time and money supports many aspects of our strategy and we're grateful to hear that these donations have been used for:

- Maintaining footpaths so everyone can access the countryside at Corfe Castle in Dorset and across the Lake District;
- Enabling disabled visitors to experience inaccessible parts of our places through digital technology at Buckland Abbey in Devon and Alfriston Clergy House in East Sussex;
- Buying bulbs to make sure our gardens have new colours and smells to experience throughout the year at A la Ronde in Devon and Nunnington Hall in North Yorkshire;
- Surveying dragonflies across various sites so we can understand where nature is thriving; and
- Bringing our places to life for younger visitors by supporting a story-telling project at Bateman's in East Sussex.

Every group provides a range of activities for its members while also supporting our work through hands-on action or fundraising. The support is greatly valued by our properties which receive contributions direct from their local Supporter Groups.

Groups which individually gave £1,000 and over are acknowledged here:

### Property Friends Groups donating £1,000 and over

Friends of Osterley Park	£12,134.27
Friends of Red House	£2,000.00
Friends of Godolphin	£1,156.00

### Centres and Associations donating £1,000 and over

Abertawe Centre	£6,500.00
Abingdon & District Association	£3,500.00
Airedale & Wharfedale Association	£4,000.00
Amersham Centre	£6,039.51
Axe Valley Centre	£5,000.00
Aylesbury Centre	£2,700.00
Barnet Association	£6,700.00
Bath Centre	£5,400.00
Beaconsfield Centre	£14,100.00
Bedford Association	£4,625.00
Belfast Centre	£1,300.00
Belgium Association	£4,458.15
Birmingham Association	£2,680.00
Black Down & Hindhead Supporters	£8,000.00
Blackmore Vale & Yeovil Association	£4,699.65
Bolton Association	£3,100.00
Bournemouth & Poole Association	£5,210.00
Brighton & Hove Association	£3,250.00
Bristol Centre	£11,000.00
Chelmsford Supporter Group	£2,019.00
Cheltenham & Gloucestershire Centre	£4,944.00
Chester Centre	£3,000.00
Chirklands Association	£4,600.00
Christchurch & New Forest Association	£3,840.00
Cleveland Association	£1,600.00
Colchester National Trust Group	£2,275.00
County Durham Centre	£1,700.00
Coventry Centre	£1,000.00
Croydon & District Centre	£3,000.00
Culm & Exe Valleys Centre	£6,000.00
Dacorum Association	£10,450.00
Darent Cray Association	£4,500.00
Derby & District Members Group	£2,400.00
Dyffryn Clwyd National Trust Association	£2,500.00
Ealing Association	£2,400.00
East Cheshire Association	£2,500.00
East Dorset Association	£7,900.00
East Kent Association	£4,615.00
East Northamptonshire Association	£2,000.00
East Suffolk Association	£1,559.00
East Yorkshire Association	£1,250.00
Edgware & District Centre	£1,750.00
Enfield Association	£5,010.00
Epsom, Ewell & District Centre	£5,550.00
Fermanagh Association	£2,000.00
Frodsham and District Association	£1,500.00
Grantham Association	£3,000.00
Gwent Association	£1,500.00
Haldon Association	£3,300.00
Hampstead Centre	£4,762.09
Harrow Association	£2,275.00
Hastings & St Leonards Association	£4,000.00

Havering & District Association	£1,560.00	Salisbury & South Wiltshire Association	£4,500.00
Herts & Essex Border Centre	£3,000.00	Seaford Association	£5,557.00
Heswall Association	£2,500.00	Sevenoaks Area Association	£3,000.00
Holme & Calder Association	£2,000.00	Sheffield Association	£5,000.00
Honiton, Ottery & District Association	£8,000.00	Shropshire Centre	£3,009.11
Kennet Valley Association	£3,450.00	Sidmouth Centre	£4,826.00
Leeds & District Association	£6,000.00	Solihull Centre	£4,650.00
Leicester Association	£3,650.00	South Bedfordshire Association	£2,000.00
Lewes Centre	£3,000.00	South Cheshire Association	£4,500.00
Lincolnshire Association	£3,100.00	South Dorset Association	£6,000.00
Liverpool Centre	£1,000.00	South East Surrey Association	£1,800.00
London Centre	£5,100.00	South Hams Centre	£6,950.00
Lune & Kent Estuary Group	£1,500.00	Southampton & District Centre	£2,750.00
Maidenhead Association	£6,100.00	Royal Sutton Coldfield Centre	£8,100.00
Manchester Centre	£1,500.00	Tenterden & District Association	£4,990.90
Marlow Association	£7,625.00	Three Counties Association	£5,262.00
Menai Association	£3,184.00	Torbay Centre	£9,000.00
Meirionnydd National Trust Association	£1,000.00	Tyne Valley Association	£2,600.00
Mid Kent Centre	£1,875.00	Tyneside Association	£3,000.00
Mid Sussex Association	£9,250.00	Upper Thames & Ridgeway Association	£7,250.00
Mid Warwickshire Association	£7,900.00	Walsall Association	£3,250.00
Milton Keynes Association	£2,518.45	Watford & District Association	£1,575.00
Newbury & District Association	£7,000.00	Welwyn Hatfield District Association	£1,600.00
Norfolk Centre	£2,784.00	Wembley & District Centre	£3,100.00
North & West Wiltshire Association	£3,000.00	West Norfolk Association	£1,850.00
North Cheshire Centre	£3,010.00	West Suffolk Association	£2,088.00
North Coast Association	£5,000.00	West Surrey Centre	£15,500.00
North Cornwall Association	£2,000.00	Wimbledon Association	£4,000.00
North Down & Ards Association	£3,500.00	Winchester Association	£22,887.25
North Hampshire Centre	£1,600.00	Wolverhampton Centre	£1,050.00
North Hertfordshire Association	£5,500.00	Woodford & District National Trust Centre	£6,000.00
North Leicestershire Association	£2,626.46	Worcester Malvern Centre	£1,190.00
North Norfolk Association	£1,390.00	Worthing Association	£4,200.00
North Notts Association	£1,000.00	Wycombe Centre	£4,500.00
North Staffordshire Association	£5,900.00	Wyre Forest & District Centre	£8,500.00
North Sussex Centre	£3,000.00	York Association	£7,600.00
Northampton Association	£3,500.00		
Nottingham Centre	£1,000.00		
Ormskirk & District Association	£2,800.00		
Orpington & Chislehurst Centre	£5,000.00		
Oxford Centre	£4,625.00		
Peak District Centre	£6,448.00		
Pembrokeshire Association	£3,000.00		
Penwith Association	£1,950.00		
Peterborough & Stamford Association	£1,850.00		
Plymouth Centre	£2,900.00		
Portsmouth & District Centre	£4,010.00		
Purbeck Association	£5,775.00		
Quantock Centre	£4,700.00		
Raleigh Centre	£5,500.00		
Reading Centre	£10,050.00		
Ribble Centre	£3,000.00		
Richmond Association	£6,400.00		
Royston & Saffron Walden Association	£1,660.00		
Rye & District Association	£1,500.00		

**We are also grateful to the nine Supporter Groups who raised under £1,000, a cumulative total of £5,220.**

The National Trust is extremely grateful for the gifts in wills received during the year from the estates of the following people. Without their generous support it would not be possible to look after all of the special places in our care, nor to respond to opportunities to purchase land and properties to be safeguarded for the nation.

Figures in brackets show the cumulative total received to the end of the 2017/18 financial year where gifts have been included in previous Annual Reports or Accounts.

## £2,500 and above

Miss E M Abraham	£59,566.41	
Mrs B D Adams	£10,000.00	
Mrs E M Adcock	£5,000.00	
Miss D Ainsworth	£138,349.66	(£288,349.66)
Mrs D Alcock	£31,444.82	
Miss F Alcock	£30,052.00	
Hon. Miss J C C Allen	£20,000.00	
Miss A B Ambrose	£60,000.00	(£135,000.00)
Miss J D Ambrose	£10,000.00	
Mrs E D Anderson	£2,500.00	
Mrs J M Anderson	£9,000.00	(£271,500.00)
Mrs M K Anderson	£8,345.25	(£41,293.48)
Miss R N Andrews	£24,065.22	
Miss J M Archer	£17,425.50	
Miss N M Armstrong	£50,000.00	
Miss F N Arnott	£3,806.62	
Mr M G Ascott	£10,000.00	
Mr B N Audric	£9,561.14	
Mrs J Bailey	£3,000.00	
Mr P V Baker	£5,220.00	(£108,220.00)
Miss S P D Baldwin	£45,000.00	
Mr J P Ball	£6,845.20	(£10,345.20)
Miss M L Balsillie	£5,716.84	(£45,716.84)
Mrs I S C Banfield	£150,000.00	(£230,000.00)
Mrs J E Bannister	£22,842.66	
Mrs A L Barber-Starkey	£27,088.94	
Mr C S Barham	£16,000.00	
Mrs G L J Barke	£240,000.00	
Miss G M Barling	£20,807.23	
Mrs O M Barnard	£33,064.77	(£63,064.77)
Mrs E M Barnes	£2,853.35	
Miss P Bartlett	£4,000.00	
Mrs M M Bass	£8,000.00	
Mrs R M Batato	£42,687.54	(£167,687.54)
Mr E Bavin	£5,000.00	
Mr D W Beale	£10,000.00	
Miss E W Beall	£10,000.00	
Mr J K Beard	£3,000.00	
Mrs G A Bebbington	£5,000.00	
Mrs T J Beddows	£25,596.12	(£26,851.01)
Miss A M Bell	£11,398.10	(£71,398.10)
Mrs C R Bell	£60,000.00	(£64,487.79)
Mrs J Bell	£45,000.00	(£65,789.09)

Miss B Belton	£41,223.62	
Miss O M Benham	£10,000.00	
Prof. M Benjamin	£2,500.00	
Mr D J Bennett	£122,309.67	
Miss H P Bennett	£5,868.44	(£400,420.62)
Mrs M A Bennett	£18,860.72	
Miss M P Bennett	£6,400.00	
Mr R A J Bennett	£10,000.00	
Mr D G P Bentley	£150,000.00	(£230,518.59)
Mrs M J Berry	£5,000.00	
Mrs J M Best	£43,572.42	
Mrs P E Best	£201,254.00	
Miss S Best	£55,033.11	
Prof. B H Billing	£17,600.00	
Mrs E Billot	£19,014.34	(£144,014.34)
Mr P A Bilton	£48,348.58	
Mrs F M Binns	£10,000.00	
Mr J Binns	£5,628.00	
Mrs R D Bird	£47,374.48	(£130,707.81)
Mrs G O Bishop	£20,000.00	
Mr J R Bishop	£1,059,605.47	(£1,159,605.47)
Mr M T Bishop	£599,457.49	
Miss Q M Bishop	£4,500.00	(£6,534.89)
Mrs & Mr E J & K Blackman	£10,000.00	
Miss J M Blair	£20,000.00	
Mr W J Blake	£17,561.13	(£38,394.13)
Mr F D Blakemore	£42,272.77	(£342,272.77)
Mrs S M M Bolton	£5,000.00	
Mr R A K Bond	£7,500.00	
Mrs N E Booker	£10,000.00	
Mr G Boothman	£5,000.00	
Mr J B Bottomley	£22,913.34	
Mrs B K Bourne	£39,302.70	(£54,202.70)
Mrs B Bowerman	£5,326.29	(£733,326.29)
Mr G A Bowles	£13,785.96	
Miss V R N Bowling	£68,078.22	
Miss A J Bowring	£6,000.00	
Mr L C Boyland	£5,000.00	
Mrs I S Bradshaw	£2,746.30	
Mrs K M Brewin	£5,000.00	
The Rt Hon. The Lord T E Bridges	£5,000.00	
Mr J A Brier	£20,027.62	
Dr G W D Briggs	£11,472.66	(£225,972.66)
Mr H Brighouse	£15,953.03	(£647,934.44)
Miss J M Brittan	£5,000.00	
Mr A Brown	£75,489.69	
Mrs E D Brown	£5,000.00	
Miss P D Brown	£20,043.64	(£60,043.64)
Miss P L Brown	£24,797.95	(£35,897.95)
Mrs R I Brown	£17,861.68	
Mrs V J Brunton	£10,765.18	
Mr K A Bruton	£2,500.00	
Mrs F M L Bruty	£5,000.00	
Miss L L F Buchele	£8,636.35	
Miss S M Buckley	£5,580.77	



## Legacies (continued)

Mrs G L Budden	£60,000.00	(£60,058.44)	Miss J E Crossey	£13,546.80	(£88,546.80)
Miss I E Burling	£22,909.44	(£207,014.37)	Mr A J P Cumings	£5,000.00	
Ms J Burrell	£59,950.56		Mr A W Curbishley	£18,638.55	(£44,829.14)
Mr D Burridge	£53,415.70		Mr R A Daniel	£20,000.00	
Miss D E Bushby	£5,045.67	(£218,602.13)	Mrs R C Daniel	£14,651.16	
Mr N G Buxton	£5,589.67		Mrs J V Darby	£27,395.94	(£117,395.94)
Miss D R Cains	£75,000.00	(£295,000.00)	Mrs H Y Dare	£38,310.78	
Miss B P Cairns	£52,000.00	(£186,000.00)	Mr A N Davenport	£90,674.63	
Mr J A Calvert	£5,000.00		Miss J F Davenport	£244,000.00	
Mr R J Canning	£10,000.00		Mrs E I Davidson	£18,000.00	(£29,274.64)
Dr. I C Cannon	£3,000.00		Mr C J Davies	£85,065.69	
Mrs G V Card	£20,100.00		Miss E M Davies	£10,024.48	
Mrs N Carney	£9,886.67		Mr S I Davies	£35,412.49	
Mrs A G Carr	£5,000.00		Miss B Davis	£5,000.00	
Miss J M Carter	£46,235.22		Mrs W J Davison	£3,154.43	(£88,354.43)
Miss P E Cary	£4,083.24	(£24,083.24)	Miss C M Davy	£10,000.00	
Mrs J J Cattan	£101,981.67		Mrs M Degg	£24,816.61	
Mrs E M Cavanagh	£2,826.74	(£21,012.94)	Miss A M Delves	£60,000.00	(£399,066.99)
Miss I Chamberlain	£50,000.00		Mr N Denford	£8,841.17	(£21,341.17)
Miss D M Chandler	£11,020.59	(£161,020.59)	Mrs D E Derbyshire	£24,187.49	
Mr H C Chapman	£296,012.81		Mrs B A Devall	£12,316.40	
Mrs M L Chappell	£111,000.00	(£622,287.07)	Mr G W Dickerson	£450,000.00	(£646,696.78)
Mrs G M Chidwick	£20,590.85		Mr J B Dixon	£5,000.00	
Miss S R J Child	£9,000.00	(£12,498.90)	Mr J T A Dixon	£10,567.11	(£22,367.11)
Miss S J Chippindale	£5,428.00		Miss P Dixon	£110,000.00	(£124,696.03)
Lord R R E Chorley	£3,012.82		Mrs W E Dixon	£83,144.24	
Mr H Chorlton	£18,953.16	(£340,405.67)	Mr O G P Dodge	£160,000.00	(£256,000.00)
Mrs M Christison	£166,897.62		Mr S L Doidge	£45,645.95	
Miss S L Churton	£2,500.00		Mr H J R Dollin	£4,213.03	
Miss P M Claxton	£29,509.27		Mr M L Doorne	£52,588.46	
Miss H M Clayton	£40,000.00		Miss M Dreier	£7,000.00	
Mr S H Clayton	£160,000.00	(£760,000.00)	Miss E D Drury	£25,000.00	
Mr A Clements	£10,000.00	(£37,815.85)	Miss D J Dutton	£19,048.77	
Mr V S Clemow	£25,000.00		Mrs V I D Eborn	£325,000.00	
Mr D Clough	£1,000,000.00		Mrs B Eckersley	£5,000.00	
Mrs E M Cole	£6,635.20		Mrs B Edgley	£54,000.00	(£185,289.42)
Miss N M Cole	£60,681.09	(£510,681.09)	Mrs E E Edwards	£10,000.00	
Mr D A Coleman	£55,723.49		Mr A D Elliott	£40,000.00	
Ms M Coleman	£5,000.00		Mrs I L Emery	£333,975.96	(£473,975.96)
Ms C E D Collins	£10,000.00		Miss M Endacott	£5,000.00	
Mrs E J Compton	£5,000.00		Miss P M Evans	£5,000.00	
Mrs D C M Connolly	£741,126.89		Mrs C J Farlow	£19,145.61	(£277,652.95)
Mrs M Cooper	£16,192.00	(£28,567.00)	Mr D A Faulkner	£44,450.95	
Mrs J C Corlett	£27,636.12		Miss B E Fawcett	£18,583.98	
Mr D A C Court	£103,681.06		Mrs S Ficken	£10,557.70	
Mrs S Cowan	£350,000.00	(£370,000.00)	Mrs P M Field	£13,349.11	(£33,349.11)
Miss M Cox	£10,000.00		Mr I G P Fisher	£1,980,000.00	
Mrs R J Cox	£40,000.00	(£180,000.00)	Mr A E Fitzcombe	£203,459.02	(£553,459.02)
Mrs M Craddock-Jones	£182,500.00		Miss S M Fitzgerald	£10,000.00	(£24,002.44)
Mr B C Cranwell	£24,515.23		Mr J A Fleming	£97,788.44	
Miss M A Crawford	£450,000.00	(£2,000,000.00)	Mrs R O Folkerd	£200,000.00	(£216,419.41)
Mrs A I Cripps	£18,338.95	(£110,838.95)	Mr M Follett	£70,705.19	
Miss L E Crockett	£12,577.38		Mrs J M Follmer	£4,575.24	(£114,575.24)
Mrs M L Cross	£66,779.51		Miss L B Forbes	£25,000.00	
Mr R Cross	£20,255.33	(£220,255.33)	Mrs D M Ford	£269,439.05	

## Legacies (continued)

Mr G T Ford	£5,000.00	
Miss P J Forster	£5,000.00	
Mr D J V Foster	£35,943.15	
Mr F D Fowler	£5,000.00	
Mr G F Frampton	£37,500.00	(£203,500.00)
Mr C J France	£135,083.12	
Mr K G A Fraser	£25,000.00	
Mr J S Gamble	£25,000.00	
Mr G E Garland	£266,819.94	(£2,766,819.94)
Miss H M Garnett	£20,000.00	
Mr I George	£10,000.00	
Mrs V J Germany	£175,000.00	(£194,306.49)
Mrs E C Gilbert	£19,094.09	(£39,094.09)
Miss I B D Gilbert	£58,431.60	
Mrs J L Gillings	£38,022.24	(£58,022.24)
Miss M H Gilmore	£10,000.00	
Miss P M Gilson	£2,500.00	
Dr. G P Glasby	£664,888.04	(£723,161.74)
Mrs M Glass	£2,994.03	(£52,994.03)
Miss J E Glover	£193,000.00	
Miss D F Golding	£11,052.79	(£16,052.79)
Miss M E Goldrick	£17,287.61	(£42,287.61)
Mr A G Goode	£24,673.22	(£82,173.22)
Mr E A Goode	£127,245.86	
Mr M F Goodwin	£5,000.00	
Mrs E A Gordon-Sales	£5,000.00	
Mr A J Gore	£50,000.00	(£78,198.19)
Mrs A I Goreham	£250,000.00	
Ms S M Gorham	£29,628.79	
Miss R M Gorman	£140,000.00	(£520,658.17)
Miss P L Gosling	£12,000.00	
Miss E V Gossling	£207,898.71	(£375,283.91)
Mrs M C Grace	£20,000.00	
Mr K Graham	£32,500.00	(£67,500.00)
Mrs K Graham	£277,258.95	
Mrs G A Grainger	£100,000.00	
Mrs J J Gray	£108,097.71	
Miss L M Gray	£66,177.89	
Mr A R J Green	£16,771.73	(£23,924.63)
Mr C R Green	£50,000.00	
Miss D M Greenhill	£65,801.35	(£215,801.35)
Mr H R Greenup	£10,000.00	
Mrs E Greenwood	£28,722.22	
Mrs M E Greeves	£338,852.34	(£558,852.34)
Mrs G A Griffiths	£25,839.09	
Mrs E E Grimmett	£5,000.00	
Mr B W Grout	£13,171.13	(£15,064.28)
Mrs M E Grout	£10,000.00	
Miss M Grove	£10,808.17	(£160,808.17)
Mrs D C R C Groves	£8,570.00	(£10,097.52)
Miss E J Habgood	£29,507.60	(£69,328.00)
Miss R Hacker	£50,000.00	(£112,860.15)
Mrs B Hall	£36,290.39	
Mrs C D Hall	£120,000.00	
Miss V C Hall	£34,005.93	
Mrs B F Hambleton	£60,569.03	
Mr J B Hambling	£89,250.00	
Mr J B Hampshire	£18,500.00	
Miss M Handley	£4,000.00	(£198,233.59)
Mr R S Hardie	£20,000.00	
Mrs M H Harmsworth	£20,079.64	
Mr R C Harris	£5,000.00	
Mr D B Harrison	£25,000.00	
Mrs D B Harrison	£35,873.22	
Miss S H Harrison	£45,000.00	
Miss D A Hart	£14,189.31	(£29,189.31)
Mrs R G Hart	£17,088.04	(£353,347.58)
Mr P F Harvey	£25,255.48	(£350,255.48)
Mr R P Hassell	£2,575.00	
Miss E N Hawkins	£100,000.00	
Miss A J V Hawtrey	£40,000.00	
Mrs J V Hayes	£48,550.11	
Mr W G Hayes	£15,060.82	
Mr A W Haylock	£141,782.83	(£181,804.59)
Miss M A Head	£177,839.13	
Mr H Heap	£8,683.69	
Mr D A Heath	£234,390.43	
Mrs K Hebditch	£50,010.00	(£52,130.72)
Mr A G Hemming	£29,015.78	(£196,777.07)
Mrs R I Hemsley	£10,000.00	
Mrs M C L Henderson	£137,021.21	(£437,021.21)
Dr. M B Hesse	£10,000.00	
Mr R W Hewertson	£53,380.42	
Mrs D M B Hewlett	£11,206.05	(£541,206.05)
Mr R W J Hewson	£1,015,335.91	(£2,074,710.91)
Mrs A I Higgs	£45,557.80	(£55,688.37)
Miss M E Higgs	£5,000.00	
Miss C M Hill	£14,805.82	(£64,805.82)
Mrs E M Hill	£5,000.00	
Mrs G B Hill	£129,420.00	
Mr C G Hillier	£35,576.04	(£60,576.04)
Mr R C Hillier	£11,632.98	
Mr E F Hills	£10,000.00	
Mr & Mrs J & M Hinchcliffe	£20,000.00	
Mr C G Hodgkinson	£57,983.51	(£56,317.73)
Mrs K O M Hodgson	£83,333.00	
Miss B M Holt	£22,339.54	(£29,339.54)
Mrs M E Holt	£27,708.06	(£56,408.06)
Mr R E Holt	£50,000.00	
Mrs J M Horwood	£7,054.37	(£47,054.37)
Miss J W Hosegood	£10,000.00	(£1,510,000.00)
Miss F A Hosier	£12,778.43	
Mrs A L Hotchkiss	£10,000.00	
Mr C T House	£237,559.95	
Mrs M W Howard	£5,000.00	
Mr D L Hughes	£46,046.78	
Miss E A Hughesdon	£20,000.00	(£40,920.00)
Dr. J R Hulett	£207,000.00	(£233,250.00)
Rev. D M Humphries	£18,663.07	
Miss S B C Hunt	£5,000.00	

## Legacies (continued)

Mr A R Hunter	£245,067.34	
Miss G M Hunt-Jones	£245,000.00	(£395,000.00)
Miss J B Hurst	£10,000.00	
Mr N Hutchinson	£51,113.68	
Mrs J D Icke	£335,842.00	
Miss E S Imison	£79,590.19	
Miss D M A Ingram	£25,989.79	
Mr G W Ireland	£5,000.00	
Miss B A Ives	£30,000.00	(£44,340.75)
Miss G V Jackson	£10,000.00	
Miss A B I James	£2,500.00	
Miss S A H James	£400,000.00	(£900,000.00)
Mr J P Janson-Smith	£4,850.76	
Miss M A V Jarrett	£22,000.00	
Mrs F E Jeffs	£5,000.00	
Mrs B D Jenkins	£60,000.00	(£60,543.40)
Mr D G Johnson	£4,426.95	(£25,113.64)
Mr M A Johnson	£6,263.93	
Mr M A Johnson	£5,000.00	
Mrs E M Jones	£36,618.63	
Dr. G T Jones	£59,314.98	
Miss J M Jones	£40,000.00	(£80,000.00)
Mr M S Jones	£9,000.00	
Miss D R Jordan	£35,932.09	
Mrs M E Jordan	£24,999.72	
Mr D G Joyce	£20,000.00	
Miss L Keating	£3,722.28	(£85,511.01)
Mrs P Keeble	£38,523.77	(£988,523.77)
Miss N B Keene	£11,154.32	
Miss A A Kelly	£374,374.16	(£974,374.16)
Miss A M Kelly	£20,012.37	
Mr J Kenney	£5,000.00	
Mrs A King	£10,000.00	
Miss G C V King	£5,000.00	
Miss E A Kirby	£56,683.32	
Mr E L Kirby	£5,000.00	
Mr G J Knight	£24,755.63	(£64,755.63)
Mr S J Knight	£6,065.89	
Mr D C Knott	£9,401.81	(£140,401.81)
Mr G Knowles	£23,242.81	
Mr A C G Lambkin	£242,280.26	
Miss M R Lambourne	£50,000.00	(£1,250,000.00)
Ms A C Lane	£17,000.00	
Mrs W M Langford	£154,790.59	(£529,790.59)
Miss S J Larby	£26,000.00	(£42,000.00)
Miss J N Last	£91,228.41	(£103,228.41)
Miss S J Lawrence	£3,488.69	(£23,844.91)
Miss G Lawson	£25,000.00	
Mrs W Layzell	£10,000.00	
Miss J Lea	£5,753.60	
Mr R C Leaker	£18,974.54	
Mrs M Leapman	£4,601.21	(£195,538.78)
Miss C E Leary	£20,000.00	(£185,000.00)
Miss C M Lee	£4,502.04	(£41,346.10)
Mrs T P Leech	£7,218.14	(£92,171.29)
Mr G J Lewis	£50,000.00	
Miss J Lewis	£150,000.00	(£550,000.00)
Mr J W R Lister	£5,000.00	
Miss J D Lloyd	£3,492.57	(£72,182.77)
Miss L C Lloyd	£2,929.09	(£42,929.09)
Mr P V J Lloyd	£5,706.08	
Miss J M Locke	£2,888.03	
Mr N R Longmate	£5,000.00	
Mrs R D Lovell	£7,500.00	
Mr A F Lovett	£17,545.92	
Miss D M Lowe	£5,000.00	
Mr C Lucas	£10,000.00	
Miss C R Lyster	£11,000.00	
Mr G Machin	£62,653.55	
Miss A D Mack	£30,660.00	
Mrs G E Macnair	£3,000.00	
Mr J F Maddocks	£23,500.00	(£472,691.14)
Miss P E Main	£45,000.00	
Miss D R D Malden	£19,917.04	
Mrs R A Mann	£18,412.79	
Mr A R Mansell	£20,066.37	
Mrs T Mansfield	£5,000.00	
Mr H B Marsden	£305,148.74	
Miss S Marshall	£38,005.19	
Miss M D A Martin	£9,583.79	(£193,615.07)
Mr R J Martin	£3,658.55	(£23,658.55)
Miss R A Maslen	£5,000.00	
Mrs M B Mathews	£100,000.00	
Mrs E E Maynard	£14,461.28	(£138,891.53)
Miss J Maynard	£20,000.00	(£23,104.86)
Mrs M A McAnuff	£3,250.00	
Mr I J McCreery	£2,667.23	(£581,099.35)
Dr. I M McCullough	£78,913.29	
Miss M E McDonald	£10,000.00	
Miss J M McDougald	£43,498.30	
Mr F J McGregor	£3,000.00	
Miss G C McGregor	£53,775.32	
Miss J McLeod	£13,745.33	
Mr J H McNeil	£48,266.88	(£89,876.47)
Mr A D Mechen	£4,693.06	(£100,779.30)
Mr J V Meek	£25,000.00	(£113,000.00)
Mr B Meldrum	£26,666.00	(£426,666.00)
Mrs G D Meltzer	£3,837.91	
Mr M L Menzler	£100,675.09	(£300,675.09)
Mr T M Meredith	£150,000.00	
Mrs T Merewood	£305,167.59	
Miss S M Messenger	£102,500.00	
Miss E O Michaeliones	£7,000.00	
Dr. J W Millbank	£111,411.20	(£167,424.11)
Mr D A Miller	£90,000.00	
Miss P G Miller	£50,000.00	
Miss P Mines	£1,313,470.85	
Miss A D Mitchell	£20,000.00	
Mr R Molland	£10,000.00	
Mr P R D Monro	£112,500.00	(£131,219.17)

## Legacies (continued)

Mr A J Moorhouse	£8,000.00		Mr R F Pettigrew	£63,382.27	
Miss M M B Morcom	£60,800.00	(£180,800.00)	Miss M L Phipps	£108,020.88	
Mrs P Morris	£32,195.16	(£1,424,419.93)	Miss J E T Pickles	£5,000.00	
Mrs K M Moss	£2,976.39	(£81,976.39)	Mrs M A Piggott	£15,000.00	
Mr R A Moss	£37,500.00		Miss B R Pitts	£24,830.40	(£328,077.39)
Miss J I Murray	£10,000.00	(£529,931.56)	Mr J A Platt	£10,000.00	
Ms F Musgrave	£74,656.24		Miss M M Platt	£3,805.50	
Mr E W Muskett	£10,000.00		Dr. M M Platts	£75,000.00	(£343,500.00)
Mrs J M Neal	£5,594.88	(£25,594.88)	Mr N E Poole	£4,178.17	
Miss S V Neish	£3,949.69	(£22,434.99)	Miss E M Pope	£27,868.39	
Mrs B F Nesbitt	£3,762.16	(£263,762.16)	Mr R W Portch	£10,110.48	
Mrs E A Newman	£10,631.63		Mrs M A Postlethwaite	£19,881.10	(£926,780.52)
Miss M E Newton	£150,000.00		Miss B Potter	£6,563.65	
Mr A G Nichols	£48,000.00		Miss R K Potter	£467,215.97	
Mrs M Nicholson	£5,000.00		Mrs J Prestige	£54,520.62	(£104,520.62)
Miss S V Nixon	£120,000.00	(£139,893.26)	Miss K E Price	£49,761.18	(£484,761.18)
Miss E D Norgrove	£69,128.13		Mr B C Priest	£27,644.58	
Mrs B Norman	£60,000.00		Miss M E Prior	£22,994.18	
Mrs M M Norman	£5,000.00		Mrs D E Pritchard	£10,764.16	(£17,583.62)
Mrs M J Norris	£10,613.03	(£210,613.03)	Mr J A Pritchard	£9,225.23	
Miss M M V Odlin	£40,018.95		Miss M E P Pritchard	£375,935.21	
Mrs A M F O'Driscoll	£3,468.28	(£6,468.28)	Dr. M T Purdy	£33,057.48	
Mr C O'Neil	£3,169.39	(£1,172,984.91)	Miss G D Ramsey	£125,776.77	
Mr A Opie	£5,000.00		Mrs F E Randall	£6,015.10	(£50,015.10)
Mr J T Osborne	£200,000.00		Miss S Rawbone	£10,000.00	
Miss B E Osmond	£18,968.69		Mr J C Rawlinson	£4,911.80	
Miss R A Ottley	£33,000.00		Mr D C Read	£3,535.77	(£120,785.77)
Mrs H F Overy	£46,000.00	(£82,370.28)	Mr E F G Read	£20,625.10	
Mrs P D M Owen	£30,000.00		Miss S Reiman	£15,000.00	
Mr B A Pack	£220,489.26		Mrs J M Reynolds	£20,000.00	
Mr R C Page	£2,842.17	(£8,842.17)	Mr B W Ribbons	£100,000.00	
Mrs M J Palmer	£60,000.00	(£670,000.00)	Dr. J F Rigby	£2,741.36	(£26,391.36)
Mr P S Pargeter	£94,350.00		Miss J E Roberts	£75,000.00	
Miss B M Park	£5,000.00		Mr R J Roberts	£5,000.00	
Miss E F Parker	£47,117.25		Mr E M Robertson	£32,410.48	
Miss J Parkinson	£19,818.92		Mr G W Roden	£20,619.25	(£20,619.25)
Mrs N A Parrish	£105,807.55		Mr C N Rose	£26,013.40	(£61,013.40)
Mr E A Parsons	£20,785.47	(£226,277.50)	Mrs A E C D Rosenberg	£4,100.44	
Dr. N Paskin	£42,857.14		Miss P J I Ross	£5,000.00	
Mr I M Paton	£14,955.00		Miss M B F Russell	£5,000.00	
Mr M J Paul	£51,740.53		Miss M F Sandler-Davies	£24,805.83	
Mr B J Pavey	£43,011.25		Miss J M Sansom	£391,997.60	
Mrs G A J Payne	£5,001.47		Miss S R Sasse	£22,094.29	(£231,094.29)
Mrs M Payne	£10,850.00		Mr & Mrs J & S G Satchell	£100,000.00	
Mr B J Peacock	£150,000.00	(£500,000.00)	Mrs O F Saunders-Davies	£30,000.00	
Mrs V J Pearce	£3,132.00		Mr A B Schofield	£26,083.33	(£161,499.99)
Mrs N Pearson	£5,481.68	(£75,481.68)	Mrs J Scholfield	£5,000.00	
Mrs A I Peek	£43,000.00		Mrs F M Scott	£12,910.71	
Mrs J K Pegg	£197,172.92		Sir O C A Scott	£25,000.00	
Miss L B Pembleton	£5,000.00		Dr. M E Scull	£305,525.96	
Mrs N M I Perkins	£200,000.00	(£2,332,743.23)	Mrs K M Seager	£14,551.66	
Mrs M J Perrott	£20,000.00		Mrs D J Searle	£4,733.33	
Miss J Perrygrove	£5,799.42		Mrs M Sears	£236,170.75	
Mr K H C Peters	£111,785.58	(£459,444.80)	Mr R G Selley	£500,000.00	(£650,000.00)
Mrs O W Peters	£300,000.00		Mr J B Senior	£50,000.00	

## Legacies (continued)

Mrs L M Serman	£4,496.64	(£27,897.58)	Mrs V L Swales	£80,000.00	
Mrs O W Seymour	£6,830.00		Mrs A S Sylvester	£44,919.06	(£84,919.06)
Mr J J Shadbolt	£2,500.00		Mrs S M Symonds	£271,548.15	
Mr D Sharp	£11,462.97		Mrs Y H Tate	£5,053.77	(£62,439.07)
Dr. E A Shearing	£630,000.00	(£967,500.00)	Mr J M B Taylor	£9,644.53	
Mrs M Shepherd	£200,000.00	(£275,117.13)	Miss M W Taylor	£17,600.00	
Mr R W Shirley	£5,000.00		Mrs P Taylor	£17,429.00	
Miss M C Shore	£3,900.65		Miss V R Taylor	£216,737.50	
Mr J C Shorter	£75,742.05		Miss J B Teakle	£37,692.20	(£99,652.04)
Mrs P M Shuttleworth	£63,000.00	(£78,000.00)	Mr A G Terry	£45,852.97	
Mr S H Siddons	£53,443.67		Mrs E G Terry	£52,657.41	(£52,657.41)
Mr K Sides	£5,000.00		Mrs E L Terry	£5,000.00	
Mr G E Silberman	£99,000.00	(£112,100.00)	Mr S D Terry	£19,814.18	
Mr M B Silcox	£2,500.00		Mrs E A Thompson	£30,000.00	
Miss D Silvester-Carr	£3,000.00		Miss P J Thompson	£100,000.00	
Mrs J M Sims	£12,000.00		Mrs S M Thompson	£10,143.86	
Miss J O Sinnock	£100,000.00		Mrs M E M Thorne	£25,000.00	
Miss J M Skilton	£35,887.98		Miss W H Thorne	£4,000.00	(£14,000.00)
Mr D A Slade	£350,550.46	(£625,550.46)	Mr V N Thurm	£10,000.00	
Miss M W Slaney	£5,000.00		Mrs E Thurston	£10,000.00	
Mrs M C Sleep	£250,000.00		Miss C E Tidbury	£48,138.24	(£248,138.24)
Mr J Smedley	£318,786.74		Miss C Tilsley	£14,350.12	(£32,683.45)
Mr H J Smerdon	£10,000.00		Miss B K Timewell	£27,057.74	
Mr B R Smith	£10,000.00		Mr G Todhunter	£2,923.48	
Mrs E R Smith	£5,000.00		Mrs E Tolman	£11,544.42	(£113,544.42)
Mr J C Smith	£5,000.00		Mr I F C Tompsett	£12,190.00	(£14,539.45)
Miss J E Smith	£5,000.00		Miss M M S Toms	£60,000.00	
Mrs P A Smith	£124,394.23		Miss M J Tottle	£10,000.00	
Mrs S Smith	£17,971.74	(£18,023.49)	Mr W R G Townsley	£33,965.29	
Miss S L Smith	£100,000.00	(£178,000.00)	Mrs E J Troke	£725,000.00	
Mrs V W H Smyth	£7,319.85	(£227,856.63)	Mrs H M Trotman	£84,086.43	(£89,086.43)
Mrs C A Snelling	£5,000.00		Mr J T Trotter	£14,391.59	
Mrs C E M Snook	£3,000.00		Miss J P Trower	£28,510.08	(£38,510.08)
Mr T Solloway	£18,500.00		Dr. P J Truesdale	£15,000.00	
Miss P C Southall	£5,000.00		Mr W T Turan	£55,484.16	
Mrs D F Sparks	£47,561.38	(£110,061.38)	Miss M Tucker	£10,000.00	
Miss J Spencer	£5,000.00		Mr A G Turley	£9,500.00	
Mr L R Stanhope	£5,974.70	(£126,873.60)	Mr G Turner	£18,902.77	
Mr J P G Staniforth	£148,460.40		Mr P B Twaits	£132,380.30	(£1,023,342.74)
Miss O M R Stapleton	£120,742.86		Mrs B F Tyrrell	£57,596.07	
Mr R J Starks	£15,443.70		Mrs B E Tyzack	£11,624.20	
Mrs S S Steele	£136,668.68		Hon. Mrs N D J Uhlman	£20,000.00	(£142,000.00)
Mr G A Stevens	£256,004.19		Miss C P Upton	£5,000.00	
Mr G P Stevens	£190,000.00		Mrs M Ursell	£32,677.04	(£52,677.04)
Mrs J B Stevens	£160,000.00		Dr. K M Urwin	£3,717.43	(£77,717.43)
Mr R Stockhill	£15,000.00	(£29,115.47)	Miss E A Vail	£40,779.27	(£193,838.16)
Mrs P J Stocking	£5,000.00		Mr J H Vallon	£2,536.90	(£3,536.90)
Miss A L Stone	£2,857.14	(£105,617.03)	Miss V A Van Geyzel	£250,000.00	(£350,000.00)
Mrs D W Stoodley	£5,000.00		Miss V I R Van Straubenzee	£25,000.00	
Mrs M E Stott	£3,000.00		Mrs D J Vass	£100,000.00	
Mrs P J Stowers	£64,423.46		Mr M D Verity	£80,000.00	(£415,000.00)
Mr M A Strong	£87,974.73	(£437,974.73)	Miss A Vernon-Harcourt	£6,000.00	(£11,000.00)
Mr W W Summers	£281,847.65		Mr R L Vigers	£150,000.00	
Mr A K Sutton	£131,262.75	(£307,402.53)	Mrs L J Wainwright	£5,000.00	
Mr M G Sutton	£57,469.00		Miss J A A Wakefield	£10,000.00	

## Legacies (continued)

Mr R T Walker	£40,000.00	
Mrs F A Wallace	£3,395.12	(£58,395.12)
Mr L J Wallis	£106,580.39	
Miss A Walton	£30,954.08	
Mr A J Ward	£23,940.74	
Mr M J Ward	£12,118.19	
Mrs W Warnett	£50,000.00	(£58,345.40)
Miss K L Warrick	£30,668.71	(£42,668.71)
Mrs J M Warrington	£4,650.40	(£74,650.40)
Miss J L Watford	£100,000.00	(£110,00.00)
Mrs J M Watford	£79,942.34	
Mr D J Watkins	£6,561.04	(£40,936.04)
Miss C M Watson	£9,605.03	(£49,605.03)
Mr M D Watts	£10,000.00	
Mrs M Wearmouth	£103,925.51	
Miss A M Weatherley	£75,222.31	
Mr C J Webster	£62,060.00	(£62,060.00)
Mrs J Webster	£10,000.00	(£810,000.00)
Mr R West	£21,734.05	
Miss A C Western	£40,000.00	
Miss G R Whaite	£15,404.16	(£787,411.43)
Mr R Wharton	£2,934.82	
Mr M C Whatley	£10,000.00	
Mrs A N Wheatley	£12,207.84	
Mrs A H White	£36,229.90	
Miss I L White	£134,332.73	
Mr J Whitehead	£65,000.00	(£147,985.70)
Mr B C Whitehouse	£2,500.00	
Mr J H Wiggins	£130,000.00	(£550,000.00)
Mrs M L Wigglesworth	£7,815.03	(£38,529.78)
Mrs D U Wightman	£6,046.88	
Mrs J Wilding-Walsh	£13,387.21	
Mrs J Wilkinson	£20,892.09	
Miss M Wilkinson	£10,880.12	(£550,880.12)
Mrs J M Williams	£44,790.75	(£59,887.47)
Mrs L D Williams	£5,000.00	
Mr P C Williams	£164,297.26	
Mrs V Williams	£120,074.51	
Mr B R Wilson	£56,000.00	
Mrs D M Wilson	£5,000.00	
Miss H Wilson	£25,000.00	
Mr R R Wilson	£5,000.00	
Mr J R Winch	£242,321.94	
Miss D L Wiseman	£6,611.60	(£148,277.18)
Miss J Wolstenholme	£172,000.00	(£173,810.43)
Mr J H R Woodman	£8,063.33	
Miss P M E Woodward	£6,552.27	(£18,552.27)
Mr K W Woolley	£85,525.89	(£131,621.92)
Mrs L Worswick	£5,000.00	
Mr B J Wratten	£15,000.00	
Mr R P Wray	£80,000.00	(£111,327.29)
Miss E G Wright	£5,633.59	(£1,182,633.69)
Mrs H K Wright	£278,000.00	
Mrs C Wroe	£18,000.00	
Mr I B Young	£5,000.00	

## £1,000 - £2,499

Mr C Adlem	£1,500.00
Mrs J Allen	£1,000.00
Mrs R L Allwright	£1,000.00
Mr F Amos	£1,000.00
Mr D G F Ardouin	£1,000.00
Miss J E Armitage	£1,000.00
Miss E M Attwood	£1,117.52
Dr. A F Bailey	£1,000.00
Mr R J Baker	£2,000.00
Mrs J Balem	£1,000.00
Mrs J H Banks	£1,000.00
Mrs V R Barker	£2,000.00
Mrs V A M Barlow	£1,000.00
Mrs J D Barnes	£2,000.00
Mrs B R Baron	£1,000.00
Mr F L B Barr	£1,000.00
Miss D L Barrass	£2,073.45
Mrs D J Bath	£1,000.00
Mr H Beavon	£1,000.00
Miss G R Beckles	£1,250.00
Miss E Bennett	£1,000.00
Mrs F Benson	£2,000.00
Mr J Bettsworth	£2,000.00
Mrs M Bickmore	£2,000.00
Mrs A E Birkby	£1,000.00
Mr S W Blunt	£1,000.00
Mrs M Bottjer	£2,132.49
Mrs I F Bourn	£1,000.00
Mr D Bourne	£1,465.09
Mrs M A Bourne	£1,000.00
Mr R C Bowers	£2,107.00
Mrs U Bringloe	£1,000.00
Miss S R Britton	£2,000.00
Mrs A G Brooks	£1,754.92
Mr A J Brown	£1,000.00
Mr A M Burgess	£1,508.65
Mr L P F Burgess	£1,000.00
Mr R J F Burleigh	£1,000.00
Mrs M Burnett	£1,000.00
Mrs E C G Bushell	£1,000.00
Mrs E M Calder	£1,000.00
Miss M Campbell	£1,000.00
Mr R A Carter	£1,500.00
Mr B A A Chalkley	£1,500.00
Mrs K M Chapman	£1,000.00
Mrs E A Clegg	£1,321.39
Miss M B Collins	£1,000.00
Mr C P Collinson	£1,000.00
Mrs K Cooper	£1,000.00
Miss R H Cooper	£1,000.00
Mr R A Corbett	£1,000.00
Miss P H Cornall	£1,000.00
Miss D L Court	£1,000.00
Dr. M L Cox	£1,528.31

## Legacies (continued)

Mrs E M Crampton	£1,000.00	Mr A H M Hytch	£1,000.00
Mr J B Crawford	£1,100.00	Miss P M Ireson	£2,000.00
Mrs J M Crow	£1,000.00	Mrs P B James	£1,000.00
Mr J P Dando	£1,000.00	Miss M B Jobling	£1,000.00
Miss K R Dixon	£2,000.00	Mr B E Joselin	£1,370.77
Mrs S Dixon	£2,000.00	Mrs A C Keene	£1,000.00
Mrs J A Donohue	£2,000.00	Miss B D Kelly	£1,000.00
Mr B J Doyle	£2,000.00	Mrs N O Kelly	£1,000.00
Miss M J Drewett	£1,000.00	Mr H Kemp	£1,000.00
Mrs K Eaton	£2,000.00	Mr C King-Smith	£2,005.72
Mr H D Edmunds	£1,744.36	Mr J E Knowles	£1,000.00
Mrs J E Elliott	£1,000.00	Mrs C Kohorn	£2,000.00
Mr C H Elston	£1,500.00	Mrs P C Lawson	£1,000.00
Miss G J Emery	£1,000.00	Mrs M E Leake	£1,000.00
Mrs B Fell	£1,285.35	Mr N Lear	£1,063.58
Mrs J R Fletcher	£1,992.30	Mr R Lees	£2,465.83
Mrs S Fletcher	£1,000.00	Miss A R Liggett	£1,238.54
Mr B Foster	£2,000.00	Miss D E Lorenz	£1,363.62
Miss D L Foxwell	£1,000.00	Mr P S Love	£1,000.00
Mr J B H Francis	£1,000.00	Dr. C J Lucas	£1,000.00
Mrs P Galloway	£1,000.00	Mrs A M Mackay	£1,000.00
Mrs J Gardner	£1,000.00	Mrs E M Mackay	£2,000.00
Mr B Garrynathan	£2,366.98	Mr M A B Mallender	£1,000.00
Mrs E M B Gentry	£1,000.00	Miss M S Malpas	£1,190.87
Mr D H Gibson	£1,500.00	Miss E J Martin	£1,054.47
Mr R Gillet	£1,379.90	Miss E M Martin	£2,000.00
Miss A R Girling	£2,000.00	Miss E K Mawby	£1,919.97
Mr M F Glare	£2,000.00	Miss J E McCarthy	£2,000.00
Mrs V C Glover	£1,000.00	Miss P McCrombie	£2,000.00
Miss S R Godden	£1,000.00	Miss J Meakin	£1,000.00
Mr A E Goodwin	£2,000.00	Miss B Mee	£1,000.00
Mrs E M I Grant	£2,000.00	Mrs J P Mennell	£2,000.00
Mr C V Green	£1,000.00	Mr H R F Mills	£1,404.42
Mrs G Green	£1,805.67	Mrs M E Mills	£2,181.89
Mrs V G Green	£2,000.00	Dr. T J Mortimer	£1,000.00
Mrs D E Greenwood	£2,424.33	Mrs D L Moutlon	£2,000.00
Mrs M Greenwood	£1,000.00	Mrs J Moya	£2,000.00
Mrs E A Gregory	£1,000.00	Mrs M S Muller	£1,000.00
Mrs E F Griffin	£1,000.00	Mr D E Newman	£1,000.00
Miss S Grinling	£1,000.00	Mr D Nicholas	£1,000.00
Miss J M Haakman	£1,000.00	Mrs A Nicholls	£1,783.01
Mr P F Hacker	£1,000.00	Miss M L Nicholson	£1,477.51
Mrs J Hansell	£2,000.00	Miss M Oldham	£2,000.00
Mr E D Harding	£1,000.00	Mr M Olsen	£2,000.00
Miss M M Hayes	£1,500.00	Mrs A M Orr	£1,000.00
Mrs J M Heathfield	£1,000.00	Mrs N R Owen	£1,000.00
Mrs J M Herington	£1,000.00	Mrs F D Page	£1,514.07
Mr F Higgins	£1,000.00	Mr H J Palethorp	£1,000.00
Mrs B E Hislop	£1,000.00	Mrs D M Peacock	£1,000.00
Mrs J E Holdsworth	£1,000.00	Mrs J Peeke	£1,000.00
Mrs J M Holloway	£2,000.00	Mr B Pickering	£2,282.44
Mr F Horner	£2,000.00	Mrs M Pointon	£1,500.00
Mr R S O Horsford	£1,000.00	Mr C A Pring	£1,000.00
Mr A Hull	£1,000.00	Mr J D Pritchard	£1,000.00
Miss D E Hutson	£1,000.00	Colonel O C Radford	£1,000.00

## Legacies (continued)

Mrs M O Rhodes	£1,000.00	Miss A Watson	£2,010.74
Mrs P I Richards	£1,000.00	Mrs D N Watson	£2,000.00
Mr A W M Ritchie	£1,000.00	Mr D J Way	£2,000.00
Miss M Rollinson	£2,141.09	Mr W H Way	£1,965.17
Miss M E Rouse	£1,000.06	Mrs M D Weeber	£1,000.00
Mr M A Rowland	£2,000.00	Mr G West	£2,000.00
Mrs E M E Russell	£1,500.00	Mrs M E Weston	£1,000.00
Mr R L Sadd	£1,000.00	Miss W B White	£1,220.94
Mrs S M Seaburn	£2,000.00	Mr A L Williams	£1,561.45
Miss M T J Secker	£1,073.53	Mr A H G Wilson	£2,000.00
Mrs J Seldon	£1,000.00	Mr R C Wing	£1,000.00
Miss E E M Sellors	£1,000.00	Mrs C D Winsor	£2,000.00
Mr H D Shepherd	£1,000.00	Mrs P Wolskel	£1,000.00
Miss U M Sherrington	£1,000.00	Mr J Wood	£2,000.00
Miss J M Showers	£1,042.41	Mrs V R Wood	£1,000.00
Miss J E Skelly	£1,911.34	Mrs H J Woolley	£2,000.00
Miss J M Smith	£1,000.00	Mr M G Wren	£1,000.00
Miss M Smith	£1,000.00	Mr A M Wright	£1,619.06
Mrs M C Smith	£1,000.00	Mrs J C Yates	£1,000.00
Miss M M Snowden	£1,000.00	Mrs S G Zanker	£2,000.00
Mr J Solway	£1,000.00		
Mr D L Spanswick	£1,000.00		
Mr H S Spensley	£2,000.00		
Mrs M C Spinks	£2,000.00		
Mrs M Spooner	£1,131.12		
Miss K J Spragg	£1,000.00		
Mr J F Spriggs	£1,000.00		
Miss E M Stallard	£1,000.00		
Miss P M Stanton	£2,000.00		
Mrs D L Staufenbeil-Nolte	£1,000.00		
Miss F E Stevens	£2,000.00		
Mr D C Stewart	£1,657.43		
Mr B J Stocker	£1,000.00		
Mr G Stones	£2,194.67		
Miss H I Stops	£1,108.57		
Dr. D Story	£1,000.00		
Mr O E W Street	£2,000.00		
Mrs J E Supperstein	£2,000.00		
Mrs J M Sweet	£1,000.00		
Mrs B A Swire	£1,000.00		
Mr P C Taber	£2,000.00		
Mrs L V Tan	£2,196.31		
Mrs P M Taylor	£1,000.00		
Mr P W G Thomas	£1,000.00		
Mrs W I Thornham	£1,000.00		
Mr J Tickle	£1,470.16		
Mrs P M Toms	£1,000.00		
Mrs J Tucker	£1,000.00		
Miss M I Turner	£1,000.00		
Mrs A J Uttley	£1,500.00		
Mr K J Verney	£2,000.00		
Mrs E M Waite	£1,000.00		
Mrs R E Walker	£2,000.00		
Miss J E Ward	£1,714.34		
Mr I G Waters	£1,762.50		

We are also very grateful for 237 legacies under £1,000.



2017/18 was a successful year for the National Trust. This would not have been possible without our valued members, supporters and donors and the huge part played by our dedicated staff and volunteers. Thank you.

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