

TIMSO PROUD OF THE TRUST

Our president **Neil Oliver** on why his love of Scotland is fuelled by the work we do



or as long as I can remember I've visited places such as Glencoe, Arran and the West Coast islands, and gardens and castles such as Threave, Inverewe and Culzean ... They are family traditions; traditions that I am now enjoying with my children.

When it came to university, I chose to study archaeology because, whether by conscious decision or not, I was drawn to learning about our history. I wanted to understand what the country had looked like when the ice melted and when the first hunters walked onto the landscape, trying to make sense of it and striving to make a life and a world for themselves.

It's a very old story and I have a great feeling of pride knowing that myself, and now my children, play a small part in its latest chapters. Scotland is a special place and for that reason it ought to be celebrated.

We live in troubled and troubling times. From the geopolitical situation and climate change to the rising sea levels and loss of landscape, there seems to be a lot we're encouraged to worry about. For me, it often feels overwhelming, although a small but meaningful way of dealing with that worry is to celebrate what we have, to value and pay attention to what's on our doorstep.

That's why I'm so proud of the National Trust for Scotland. It has a simple mission: to celebrate and to conserve and to pass on what we have intact. When I see National Trust for Scotland workers up a mountainside with a wheelbarrow or fixing a path, or people volunteering at a garden or ticket booth, or giving up their time to show tourists around a special place, it makes me feel better. They're doing something.

Each of their simple actions makes a difference. They help to tell the story of our wonderful country and they encourage people to celebrate everything that's great all around them. They are doing it for the love of Scotland. I, for one, am looking forward to seeing this ambitious strategy come to life.





CONTENTS

Let us set out our stall for the next five years 04
WHO WE ARE Our manifesto for a country to be proud of
PROTECTING TREASURES Susanna Hillhouse has big plans for our collections 08
OUTDOOR EXPERIENCES Two garden experts tell how they're learning from the past to innovate today 10
ENJOYMENT FOR ALL Getting more people to more of our places
EARLY EXPERIENCES Robert Burns is perfect for getting children into history, says Ally Beckett
CREATING EXPERIENCES David Hopes wants to make our buildings better14
SUPPORT FOR HERITAGE Former volunteer Rebekah McGinn on her journey 16
PROTECTING PLACES Ecologist Shaila Rao on why Mar Lodge Estate leads17
Chief Executive Simon Skinner explains how we're protecting Scotland, in so many different ways 18



OUR BIG AMBITION

PROTECT

- We'll improve the condition of heritage in our care.
- We'll change the way we work to reduce our carbon footprint.
- We'll speak out to protect Scotland's heritage when it is threatened.

EXPERIENCE

- We'll help more people to learn about our heritage.
- We'll welcome more visitors, more often.
- We'll tell stories in new and exciting ways.
- We'll help people and communities to get more from our landscapes, activities and places.

PROMOTE

 We'll keep talking to policymakers so that Scotland's heritage can benefit more people.

SUPPORT

4 . NTS.ORG.UK/100WAYS

 We'll increase support so that we can invest more in everyone's heritage.

OUR STRATEGY

... is a framework that guides action to help everyone benefit from protecting Scotland's heritage, and what we aspire to do over the next **five years**

A

ny strategy starts with a question: why are we here? For us the answer is simple, and it is spelled out in our

connected objectives:

- to protect and care for Scotland's heritage
- to provide opportunities for everyone to experience and value Scotland's heritage
- to promote the benefits of heritage, and to achieve this
- to create an efficient and sustainable business which supports our conservation needs.
 The world is changing, and to keep up with it, we need to be future fit.
 We need to be fit to carry on protecting and promoting Scotland's heritage

for visitors now and tomorrow. We

know that people are more likely to

value Scotland's heritage if they're able to experience it; and once they value it, they'll want to protect it.

Over the last two years we have been laying the foundations for this strategy. We have restructured and strengthened our teams and invested £14 million in priority projects to improve the visitor experience. On the following pages, you will read about how we've already invested in change and what we're going to do next. You'll hear from just a few of our people who are charged with making it happen.

This strategy will provide us with renewed focus.







visitor numbers to more than

5 million

To build support through membership to more than

490,000

To increase support through donations to more than

£10 million

And to create active learning experiences for more than

100,000

people of all ages and backgrounds each year





WHO WE ARE

OUR MANIFSTO

Scotland. It's our home. A place to be proud of, A place to look after.

That's been the role of the National Trust for Scotland since 1931.

From preserving our buildings, To protecting our wildlife. From cleaning our coastlines, To looking after our landscapes.

We do what we do for all of us. We do it for our children and our children's children.

We do it so our country can be as beautiful as it can be.

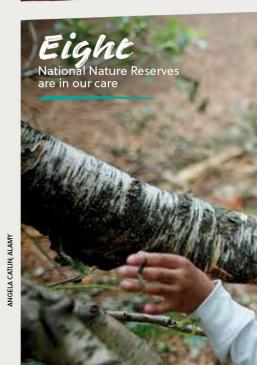
We do it for our nation. We do it independently, We do it with pride.

We do it because it really matters, Because it needs to be done.

We do it with the help of our members, donors, volunteers, visitors and staff.

We do what we do For the love of Scotland.









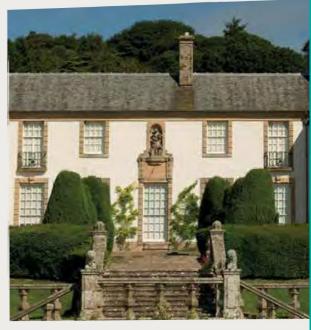












CONNECTING WITH THE PAST

An archive is much more than an inventory of objects, Collections Manager **Susanna Hillhouse** tells us. It's a window on history



them are captured in a way that helps people enjoy them is what really inspires her.

Susanna heads up the Trust's collections management team. Since coming into post just over three years ago Susanna has spearheaded one of the most ambitious Trust projects in recent memory – Project Reveal. Launched in 2017, the project aims to catalogue every single one of the 100,000-plus objects in our care.

'Perhaps in the past it hadn't been obvious why our collections were there,' she says. 'We had a database but there were gaps in our information, making it hard to answer queries from the public.

'It was obvious that we needed to do something quite dramatic to improve things.'

Any eagle-eyed follower of the Trust's Twitter feed will have spotted regular 'finds' cropping up from the project staff – from the winsome glass gin pigs of Brodie Castle to a tiny Chinese marching band at Newhailes. Part of the remit of the 26-strong Project Reveal team was to blog about the items that resonated with them.

'They aren't necessarily the star items, but they're items the team have responded to in a personal way,' says Susanna. 'We don't always have the full story about our collections, and by admitting that we're inviting the public to engage more. Their take on the artefacts could be just as valid as the curatorial research.'

After the end of Project Reveal in 2019, the collections management team's attention will turn to targets that include creating online public access to the collections database. And in the next few years a whole new treasure trove will be opened up – our historic libraries. A project will be developed to examine and catalogue each book in our collections.

'At the moment, they're sitting there

what went before and how we got to where we are. Where would we be without them?

unexplored,' says Susanna. 'We're interested in what these collections of books will tell us about the culture of these places and the people who lived in them. We will be looking for interesting ways to share that with visitors.'

There's something fundamental in the work Susanna and her team are doing. 'Having no contact with the past is, to my mind, dangerous,' she adds. 'Collections help us to understand what went before, and how we got to where we are. Where would we be without knowing where we've come from?

'We want more people to connect with our heritage and Project Reveal has given us an amazing opportunity to share Scotland's treasures with the world.'





A RADICAL SOLUTION

Our recent campaign to protect **the Hill House** shows how we're targeting investment carefully in properties that need our care

WHY CAMPAIGN?

The Hill House, built in Helensburgh in 1904 by Charles Rennie Mackintosh, has had trouble with damp since it was built. Despite repeated attempts to tackle the problem, the weather has taken its toll. Without major intervention we risked losing the home for ever.

WHY DOES IT MATTER?

Mackintosh's vision was for a home that married aesthetics with modern comforts. The result is one of a kind.

HOW ARE WE INNOVATING?

We don't just want to stop the damp from destroying a cultural treasure. We also want visitors to experience it from a whole new angle, seeing conservation in action while enjoying views of the Clyde below. Andy Groarke, of architects Carmody Groarke, says: 'We had this idea of putting a stainless-steel mesh over the building. The holes should be small enough to keep birds out but let bees in to the parts of the garden inside the box. It's like a ship in a bottle.'

WHYTHERE IS STILL WORK TO BE DONE

It's our job to protect important heritage sites when they are under threat, which is why we set ourselves the target of £1.5m for the Hill House.





BACK TO THE FUTURE

Our historic gardens aren't set in aspic. We speak to **Chris Wardle** and **Tim Keyworth** about big plans for two iconic green spaces



ardeners exist within a different timeframe to the rest of us: perhaps it's a season, or maybe it's a 50-year plan. It could be a couple of centuries.

It's this forethought that Chris Wardle so admires. 'All great gardeners have a long-term vision,' says the man who was appointed Garden and Designed Landscape Manager of the Trust's Aberdeen and Angus region last year. 'It's an odd thing to do in today's world of instant gratification, but here at Crathes we are always thinking about the future. We keep records of our work and our plantings, with the

hope that the information might be interesting to the gardeners here in 100 years' time.'

There's much to think about when it comes to planning somewhere like Crathes. As well as temperature rises, says Chris, the UK is already finding an increase in non-native threats, including diseases that our native species simply can't deal with. The past few years have also seen the East Coast becoming much wetter, and weather 'events' such as flash floods becoming more prevalent.

While planning ahead is essential, there's a place for looking back, too. Those who have gone before are the ones who made these patches of land what they are today. And at the

ABOVE Chris Wardle at Crathes Castle RIGHT

Change is afoot at Culzean's Walled Garden

While we must respect and protect the past, everything has to keep moving forward

other end of Scotland, big changes are taking place in Culzean Castle's North Walled Garden that nod to the groundbreaking techniques used there in its heyday.

Built in 1782, the garden was once one of Scotland's most innovative, and thanks to forward-thinking plans, says Tim Keyworth, Gardens and Designed Landscapes Manager for Ayrshire and Arran, the garden will soon be right back at the forefront of horticultural design. New features will include a brewing garden, and a tea plantation – which could one day provide Culzean's own tea for sale.

At Crathes, meanwhile, there is no less ambition. It comes in how Chris plans for the future, but also in how his team respect the past: the famous yew hedges, the oldest of which was planted in 1702, need to be maintained, for instance – 'We have a huge responsibility to keep them healthy for as long as we can,' he says. The Victorian glasshouses have just undergone an 11-year repair project, and should now last another century – 'If our end of the bargain is kept up.'

Following a review, and as part of our new strategic direction, the Trust is taking a fresh approach to gardens and gardening skills – the landscape, after all, is not static. 'While we must respect and protect the past, everything has to keep moving forward,' says Chris, 'otherwise we'd just become a museum piece.'

FUN FOR ALL OF US

Brodie Castle's new playground has been designed with every child in mind. **Chitra Ramaswamy** pays it a visit

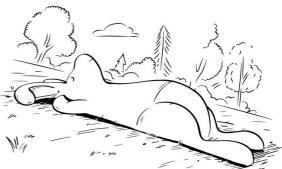


IT CAN BE DIFFICULT

to access play areas with an autistic child. My son, who is four and a half, is boisterous, life-loving and generally hilarious but he can find public spaces overwhelming. Being outdoors, whether in designated play parks or just roaming free, is generally where he is the xylophones and delighting in the different sounds.

BY FAR HIS FAVOURITE

area was the manmade island and boat surrounded by water and – my son's other obsession – stones. Most of his time was spent jumping across the



happiest and calmest, so the Playful Garden at Brodie is ideal for him.

What with his train obsession, he loved the giant and small tunnels ut into the hills, as well as just rolling and mining down the slopes. It took a while to coax him over to the music area but when I did he spent a long time playing

stepping stones, sitting in "my boat" with a picnic and enjoying other children doing the same.

THE PLAYFUL GARDEN

was ideal for my son because it is open, not too crowded (when we were there in any case), well ordered and laid out, and the areas are easy to navigate.



BRINGING THE BARD TO LIFE

Through school workshops at the Robert Burns Birthplace Museum, **Ally Beckett** shares her enthusiasm for the popular poet,
inspiring children to take an interest in his work

sk a class what they know about Robert Burns and one of the first things they'll say is, 'Oh, he had a lot of girlfriends!' So says Ally Beckett,

learning officer at the Robert Burns Birthplace Museum, and the lady who's in charge of teaching 4,000 pupils every year about the bard. With links to schools across the country, particularly in the local area, the museum has been providing its school workshops for 10 years.

'Being in front of a class of kids, being able to engage them with Robert Burns, is the best part of my job,' says Ally. 'It's so vital to engage schoolchildren with Robert Burns and with Scottish culture.'

So vital, in fact, that the museum is one of the Scottish government's key sites for school visits. The pull for children is not just the poet's salacious side, but in the variety his work affords, covering aspects of life that children associate with: his farming background; his take on the changing seasons; and his fantastical fables. 'Some of the best moments we see are when children are practising for a Burns supper or when they've been doing a Burns competition, they'll sing a song or recite a poem at the end of the workshop. You're surrounded by children of five or six years old

Visits to the Robert Burns
Birthplace Museum are
the highlights of the year

who know the words of his work off by heart – and you think to yourself, "I don't know of any other poet in Britain who grabs the imagination of children so much",' says Ally.

Emma Thomson teaches primary seven at nearby Alloway Primary. The school – just three minutes away – regularly takes part in the Kids in Museums 'takeover' day, where primary six pupils make sure everything runs properly.

She echoes Ally's passion for the power of the bard. 'Visits to the Robert Burns Birthplace Museum are the highlights of the year,' she says. 'Our pupils are the future audience of museums. If they're inspired now, they'll keep coming back.'

HEN PARIS

In the next five years

We want to welcome more people, more often, to our places

ACHIEVING OUR POTENTIAL

David Hopes has great plans for what we see when we step inside a Trust building. He explains our strategy to bring properties back to life



otential is what drives David Hopes. The potential that lies within the walls of every one of our properties, whether a cottage or a mansion.

As Head of Collections

and Interiors for the Trust, David has an interest in making sure that visitors are inspired by our places. He started his Trust career at Robert Burns Birthplace Museum in Alloway as curator, then director. Since 2016 he's taken a wider view and is responsible for policy and standards at the 50-plus Trust sites that hold collections. Eight of those sites, he says, are now Accredited museums, a total that he hopes will increase to ten, with Culloden and the Hill House currently being considered for museum status.

As we speak, David's also awaiting some news about the Isle of Canna. His team recently applied for Canna House and its Hebridean Folklore Collection, built up by the revered folklorists John Lorne Campbell and Margaret Fay Shaw, to become part of the UNESCO Memory of the World scheme.

This scheme includes historic documents such as the Declaration of Arbroath, documentary heritage without which our understanding of the world would be different. Its potential, to David, is exciting. 'Without that one collection in Canna House our knowledge of Hebridean life would be greatly diminished,' he says.

Canna is just one example. There are so many stories bound up within the Trust's collections and only a fraction of this has been explored. 'Last year I reviewed how we are managing and using our collections and interiors,' he says. 'It's safe to say we are under our potential. We want to give visitors and members what they don't expect in our houses.

'At the moment, a mother brings her son to a castle, and the room she shows him around hasn't changed since she was a wee girl,' he says. 'Things should change, so that she comes back more than once in a generation, and we allow objects to rest. You wouldn't go to the cinema twice to see the same film so why are

It's safe to say we are under our potential. We want to give visitors and members what they don't expect in our houses

we not changing what and how we display?'

He enthuses over ideas such as themed tours and programmes, where visitors get an insight into a single strand of a building's story and can come back to learn more.

David is fizzing with ideas; and with £3m already dedicated to this revitalisation project, visitors will begin to see changes soon. 'We're starting with our priority properties, such as Brodick Castle, and then the Georgian House, and Newhailes... We want to make these places repeat destinations,' he says. 'Corbusier said homes are machines for living, and I'd like to get a bit of dynamism into our homes. A bit of spirit.' Now that's exciting.





ONE BIG VOICE

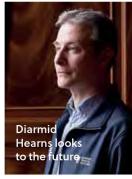
We stick up for Scotland on a whole range of issues. Head of Policy **Diarmid Hearns** explains how

WE'RE DIFFERENT from a single-issue pressure group. We see heritage in the round – it's about nature, culture, buildings. It's about people and place.

WE ARE LISTENED TO because we look at the big picture, even though we own just one per cent of Scotland's land. We do a lot of work behind the scenes, speaking to the people who make decisions about issues such as land reform, planning and conservation before these issues make the headlines.

THANKS TO OUR WORK. legislation and policy now better recognise the value of our natural and cultural heritage, and for people to have the right of access. But there is still more to do, particularly for our landscapes and for biodiversity.

WE HAVE SPECIAL POWERS no other Scottish charity has, including our Conservation Agreements. These are more than 400 sites where we are not the owner, but have a legal responsibility to promote heritage and amenity. Our most significant properties are protected from compulsory purchase by inalienability, only the Scottish Parliament can overrule this.



IFWE LOSE OUR HERITAGE now we'll never get it back. We're doing this for future generations.

WE ARE CURRENTLY WORKING on the new planning bill, seeking to ensure communities have a greater voice in how their local character and greenspaces are protected. It's also an opportunity for more comprehensive planning to protect and enhance our heritage, learning from the examples of other countries.

FOR THE NEXT FIVE YEARS, we'll be proactive about what makes a quality place and we'll take the lead in how policymakers think about Scotland's heritage and making sure all people can benefit from it.



SENSE OF DIRECTION

Rebekah McGinn has recently completed an events management degree, thanks in part to her time spent as a volunteer at the Robert Burns Birthplace Museum



ebekah McGinn knows where she's going. The bright, cheery 21 year old describes how her month spent volunteering at the Robert Burns Birthplace Museum, near her Ayr home,

set her on course for a career in events.

'Growing up near Alloway, I've always had a connection to Burns, so I started volunteering at the museum in 2016. I spent January there, working on the Burns events, and the place was buzzing. It was really enjoyable. I liked the idea of a career where things would be different every day.'

Following her volunteer experience, Rebekah was offered seasonal work at the museum, covering Easter, Christmas, Halloween and even Upside Doon, a summer festival of Scottish music.

direction I wanted to go,' says Rebekah. 'Events

'It was the variety that pointed me in the

like the ones I worked on give the community a chance to come together and it brings people in from outside. I definitely felt part of a team.'

Her time at the Robert Burns Birthplace Museum even helped Rebekah with her honours degree dissertation on how the museum has built a real sense of pride in its community. History, and belonging, is crucial says Rebekah – whatever your age. 'Growing up near the home of Robert Burns has reinforced the importance of his story for me. It makes me feel part of something bigger.'

During the 2018 Year of Young People we gave young people like Rebekah entry for a pound as part of the Heritage Blueprint scheme with Young Scot. While not everyone grew up next door to a heritage hotspot, we hope many more young people will feel inspired to visit our places.

'If I hadn't volunteered with the Trust I would never have my job,' says Rebekah. 'It brings you into contact with people outside your normal circle, you meet people who work in the field of heritage and history, and you learn a lot about yourself. Do pay a visit to a Trust place. You might get something you don't expect.'

If I hadn't volunteered with the Trust I'd never have my job





IT'S IN OUR NATURE

Working across the entire landscape, and caring for the wildlife within it, is at the heart of **Shaila Rao** and her team's hands-on approach to conservation at Britain's largest National Nature Reserve



or a conservationist, this is an exciting time to be in the Cairngorms,' says Shaila Rao, ecologist at Mar Lodge Estate, Britain's largest National Nature Reserve – and one of

our wildest places. But what does wild really mean? Says Shaila, Scotland has barely any truly wild land left. It has all been managed, one way or another.

At Mar Lodge Estate, the focus of the Trust has been to bring woodland back – to get hillsides that were once barren, grazed heavily by deer, to host new shoots. 'Most people come to Mar Lodge and say, "Isn't it beautiful?" but when I first came here 16 years ago I thought, "Where are all the young trees?," Shaila says. 'It was a dying forest.'

Now, Shaila and her team are in the process of bringing back 800 hectares of native pine forest – effectively doubling what was there before. That's important, for many reasons. For the incredible wildlife, and for the people who visit the estate, bringing their custom to local

The management of Mar Lodge has been an evolving process. I think we're setting an example

communities. It's important, too, for capturing carbon and to mitigate.

We will manage our land

and to mitigate
flooding. 'We had a
massive flood here
in 2015, and it gave
local people an
understanding of how

our hills are grazed so heavily that the water just runs off them. Having trees there could have helped a lot.'

The job is far from done, however, says Shaila. 'This project is still in its infancy. Many of our trees are still less than a metre tall and still highly vulnerable to damage by deer. Our role now is to protect them for the next 20 years.'

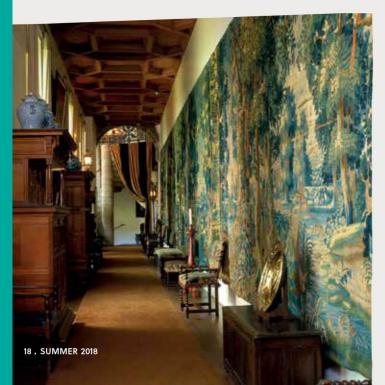
Work at a landscape scale – with other estates that border Mar Lodge – is increasingly taking place, and the lessons Shaila and her team have learned are beginning to be applied elsewhere. A large part of her role is in sharing Mar's lessons; it's a regular on BBC's *Winterwatch*, for example, and a key voice in the debate over the future of the Cairngorms. 'That's what needs to happen if we're going to make big changes,' she adds. 'The management of Mar Lodge has been an evolving process, and I now think we're setting an example. It's a place to come to be inspired.'





IF YOU REALLY LOVE SCOTLAND, HELP US TO PROTECT ITS HERITAGE

As a charity, the National Trust for Scotland relies on your support to continue our vital work. Chief Executive **Simon Skinner** explains















e already achieve so much, thanks to the dedicated support of our volunteers and members, our partners, donors and

staff. This document is just a snapshot of what we have achieved and what we could achieve if we built on that solid foundation of support. It represents the living, breathing reality of what the Trust will be doing day in, day out, across the length and breadth of Scotland, as we make sure that our heritage, our landscapes and our legacy are kept safe for generations to come.

There are many ways to help us do this: by continuing to be a member, by donating to our cause through our regular appeals, by monthly giving, fundraising in your community or leaving us a gift in your will.

There simply isn't enough space here to show everything, but on our website we have created a feature to show the 100 ways we protect our heritage. This will be continually updated and will give you a real insight into the sheer variety of what we do – for the love of Scotland.



GOONLINE

Find out more about the 100 ways in which we're loving and protecting Scotland, for you. www.nts.org.uk/100ways





OUR VISION

Scotland's heritage is valued by everyone and protected now and for future generations

OUR OBJECTIVES

To protect and care for Scotland's heritage

To provide opportunities for everyone to experience and value Scotland's heritage

To promote the benefits of heritage

To create an efficient and sustainable business which supports our conservation needs

OUR VALUES











The National Trust for Scotland, Hermiston Quay, 5 Cultins Road, Edinburgh EH11 4DF

Call us on 0131 458 0200 or +44 (0) 131 458 0303 from outside the UK Email information@nts.org.uk Visit nts.org.uk





