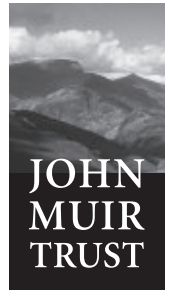


JOHN MUIR TRUST

ANNUAL REPORT *for* 2005

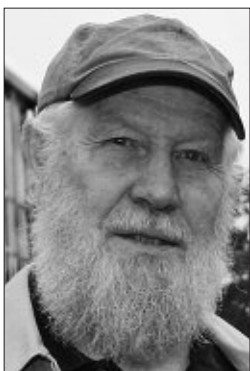


2005

On Quinag. Denis Mollison

John Muir Trust ♦ Wild Land ♦ Wildlife ♦ Education ♦ Adventure

Welcome!



Dick Balharry
Chairman, John Muir Trust

ON BEHALF OF THE TRUSTEES, I have pleasure in presenting the Annual Report of the John Muir Trust for 2005. The Director and staff report achievements in 2005 that deserve high praise. As a team and individuals I continue to be impressed by their dedication and commitment to delivering our objectives. On behalf of all trustees I express our sincere thanks.

In the Annual Report for 2004, I commented on JMT's strategic plan priorities:

- ◆ Develop a secure financial and resource base.
- ◆ Respond strategically to threats that affect wild land.
- ◆ Inspire people to value wild places.
- ◆ Raise the profile of the John Muir Trust.
- ◆ Consolidate and assess our land management, and work with partners.

How are we progressing?

Members and supporters have been extraordinarily generous and Nigel refers to this in his overview. Expansion of membership is being tackled to improve our financial security and to underwrite the political justification of our cause.

Climate change is a massive threat and a challenge. Impressive work is being done and we need to do more to ensure that carbon emissions are reduced with minimum or zero impact on or near wild land identified by JMT. The quality of owned land will depend on our own management.

The Journey for the Wild is an example of an inspired approach, as is the John Muir Award with over 25,000 certificates awarded to proud entrants – we are winning. But this is an initiative that we must encourage by combining information and interpretation across our distinctive activities.

Raising the profile is very much allied to the other objectives and staff are working hard to address this important issue. With higher populations south of the border we do need to create higher interest in England and Wales and be more welcoming to people who visit our properties.

Consolidating and assessing land management is now in place. All our properties will have biodiversity plans soon, and at Quinag we have an opportunity to set an example for wild land management using established best practice. Partnership working remains an ethic that can provide meaningful results and we are fully engaged with communities with similar agendas.

We will continue to ensure that the Pitlochry Conference *Declaration for the Wild* is used to encourage politicians to value wildland for the benefit of present and future generations. Your views on any of the above would be welcomed and I know that a great welcome awaits all members who can attend our AGM weekend at Drymen (near Loch Lomond) on the 6th–7th May. There we can discuss your thoughts on the above, or you may wish to give your views on priorities that I have not mentioned.

See you at Drymen!

Dick Balharry

OVERVIEW OF 2005 *by* NIGEL HAWKINS, DIRECTOR

'...the Trust strengthened its position as the country's leading wild land organisation'



HIGHLIGHTS

Bold new strides by the John Muir Trust in 2005 distinguished the year as one of the most progressive in its 23-year history.

During the year we:

- ◆ Made our first major land purchase for five years at Quinag, the spectacular mountain near Kylesku
- ◆ Played a key role in helping the people of Assynt buy the spectacular Glencanisp and Drumrunie estates
- ◆ Reached the milestone of the 25,000th John Muir Award
- ◆ Organised our first major event at the Scottish Parliament with the Presiding Officer, the First Minister and half of Scotland's MSPs attending
- ◆ Raised over £300,000 in our first major appeal for several years; and attracted an anonymous donation of £500,000 towards the purchase of Quinag
- ◆ Opened a new office at Pitlochry providing an excellent working and meeting base accessible to other parts of the country
- ◆ Presented our third Lifetime Achievement Award to the renowned mountaineer and community campaigner Doug Scott
- ◆ Continued investment in staff and other resources in order to deliver the ambitious plans of the Trustees

At the same time the Trust strengthened its position as the country's leading wild land organisation influencing and helping with the management of 185,000 acres of some of our finest wild land; and reaching out to society and winning hearts and minds for the cause.

THE YEAR STARTED with us continuing our support to the people of Assynt in their year long campaign to buy the Glencanisp and Drumrunie estates including the iconic mountains of Suilven, Canisp, Cul Mor and Cul Beag. The Trust contributed £50,000 towards the purchase and committed £15,000 a year for five years towards management of this outstanding area of wild land.

The Scottish Land Fund offered a huge grant of nearly £1.5 million towards the purchase with further help from the Community Land Unit of Highlands and Islands Enterprise – but this still left a large funding gap.

JMT was able to help through inviting the Oxford-based Tubney Charitable Trust, who look to protect and enhance UK Biodiversity Action Plan species and habitats, to become involved. The Tubney Trust came up with a major grant of £550,000 thus securing the purchase. Our own development manager Ian Proudler played a key part in identifying the Tubney Trust and attracting their support.

JMT was invited to be a partner with the community in the Assynt Foundation and we have been assisting the foundation since they took on management of the 44,000 acres of the two estates in July.

Hardly had the dust settled on that than we had the opportunity to make a further commitment to Assynt through the purchase of the mountain Quinag lying to the north of Glencanisp. The Filmer-Sankey family who had owned the mountain since 1935 indicated they wished to sell it to the Trust for an agreed price and we consulted locally to see if local people would welcome this.

At the same time an anonymous donor offered us £500,000 towards the £600,000 purchase in an great act of generosity. Former Trust secretary and treasurer Bill Wallace played an outstanding part as the go-between the Trust and the donor, and we are deeply grateful both to the donor and to Bill for their terrific support.

The Trust became the owner of Quinag in November and consultations over the future management of this unique mountain were continuing at the year end. To support our involvement in Assynt, the Trust launched a Suilven Appeal – and this was boosted by the purchase of Quinag. Members responded magnificently and by the end of 2005 we had received 3,583 donations totalling (with gift aid) £305,704. A further 268 donations totalling £37,035 came into towards Quinag although we did not launch a Quinag purchase appeal.

Many thanks are due to Keith and Jane Anderson for the great job they did in handling this wonderful response – and to all members of the development and finance teams for their great efforts.

Membership of the Trust continued to grow steadily and at the end of the year had reached 8,857 members, an increase of 360 over the year. A particularly gratifying aspect is our high retention rate which was 95 per cent for the third year in a row and greatly exceeds that of other organisations. Our supporters rose by 370 to 3,060 meaning that our combined membership and supporter base reached 11,917.



'We...need to further strengthen our membership base to support the huge range of activities'

We do, however, need to further strengthen our membership base to support the huge range of activities in the Trust and this will be a priority in the future.

Legacies totalling £142,506 were received during the year. This is a very special way of helping our work and it is very humbling for all of us when people show this degree of trust in the organisation.

The John Muir Award went from strength to strength and a remarkable 10,000 new awards were presented – a great tribute to the work of the whole Award team in Scotland, England and Wales.

A special presentation of the 20,000th award to schoolgirl Rosie Maddock was carried out by Minister for Education and Young People Peter Peacock MSP at Inverurie in July, but by then we were well on the way to the 25,000th Award. The milestone of 5,000 awards was reached in Wales – a great achievement by Hugo Iffla, Helen Berry and our partners there.

Another high point for the Award came in November when Trustee Will Williams presented the third Lifetime Achievement Award to world famous mountaineer and campaigner for mountain peoples Doug Scott at an 'Oscars' ceremony at the Kendal Mountain Film Festival.

We signed a concordat with Scottish Natural Heritage agreeing to work together on matters of mutual interest. We look forward to building on the good relationships we have established with SNH in the past and developing new support in the future.

The Trust purchased offices at Pitlochry strategically placed as a working and meeting base accessible by road and rail. The director and his PA Linda Coupar are based here and the new office has greatly assisted the efficient running of the Trust.

The setting up of such an office on the A9 corridor was one of

the recommendations of an in depth examination of the needs of the Trust and its management structure by Professor Alan Murdoch. Other changes were also implemented aimed at ensuring the Trust is in a position to meet new challenges and the aims and aspirations of its members and Trustees.

Trustees wish the Trust to be more influential in decisions which affect the future of wild land, and a full-time policy officer Helen McDade was appointed to prepare and present the Trust's position on a range of wild land issues to politicians and other decision makers.

A major event was a reception organised by the Trust in June at the new Scottish Parliament. Half of the MSPs of all parties, including the Presiding Officer, First Minister and several other Cabinet Ministers, were present. This was a great opportunity to increase awareness and understanding of the work of the Trust and help us to place wild land higher on the political agenda.

The Trust is greatly concerned about global warming and its effects on wild land; and is also very concerned about the impact of major renewable energy schemes inappropriately sited on or near to key areas of wild land.

A considerable amount of planning was carried out in 2005 for the launch of Journey For the Wild, our 2,500 mile adventure aimed at raising awareness of the importance of wild places for nature and people. This will be a highlight of our work in 2006 and is featured on our website.

The Trust is continuing to develop in England and Wales through the John Muir Award and other initiatives, and in 2006 by the Journey For the Wild which will cross those countries before reaching Scotland.

Dave Picken has explored opportunities for developing in England and Wales and presented a very helpful report to



Rosie Maddock of Pitcaple received the 20,000th John Muir Award in August from Peter Peacock MSP, Minister for Education and Young People. The ceremony was at Kellands School, Inverurie.



L-R First Minister Jack McConnell and JMT Director Nigel Hawkins at the reception given by the Trust in the Scottish Parliament in June.

The Queen and the Duke of Edinburgh visited the Nevis Partnership in July when Will Boyd-Wallis, then JMT's policy & partnerships manager, was presented to Her Majesty and His Royal Highness. Will, also vice-chairman of the partnership, has since left the JMT.

Photo Iain Ferguson, The Write Image

OVERVIEW OF 2005 *continued*



Trustees. An increase in members south of the Border will be a great help to the Trust and we continue to keep a close eye on new opportunities including land purchase or partnerships.

We bade farewell to three Trustees who retired in 2005 – Crispin Agnew, Ken Crocket and Malcolm Slesser – and thanked them for bringing their considerable knowledge, skills and enthusiasm to the running of the Trust. We welcomed three new Trustees – Neil Birnie, Sue Hopkinson and Paul Ramsay – who were successful in the Trustee election, along with our chairman Dick Balharry and Maude Tiso who were returned for another term. In the course of the year Dick Allen was co-opted to the board. Trustees serve on a voluntary basis and willingly give of their time and themselves for the cause of the Trust. We are deeply indebted to all of them for doing so.

Special thanks are due to Dick Balharry for his inspired leadership of the board and his great support and encouragement to everyone in the Trust. Donald Thomas, our Honorary Secretary and voluntary webmaster, and Keith Griffiths, our Honorary Treasurer, are also due special thanks for the huge amount of time they give to the Trust.

I would like to thank all members of staff for their dedication and enthusiasm and for helping the Trust to continue to innovate and punch way above its weight.

And to all our members – thank you for your support and for being, in a very real sense, the heart of the John Muir Trust.

Finally we must record with great sadness the death of two stalwarts of JMT. Andrew Raven, who died at an early age, served first as a Trustee and then as Director of Land Management during a period crucial to the development of the Trust. Andrew bore serious illness for many years with great fortitude and humour – and was an inspiration to us all. The huge attendance at his memorial service in Edinburgh in November was testament to the regard Andrew was held in by so many people across so many walks of life in Scotland and beyond.

As this Annual Review was going to press we were shocked to learn of the sudden death of Bill Wallace, former Treasurer, Secretary and Trustee of the John Muir Trust. He collapsed and died at the end of a ski mountaineering tour in the eastern Swiss Alps. It is impossible to overstate Bill's contribution to the Trust. On an entirely voluntary basis he managed our financial affairs for many years and was the rock upon which all our other activities were built. We have lost a tremendous friend who gave of himself and of his time and energy to the Trust and the cause of wild land in a way no-one else has. Recently he played a key part in securing an anonymous donation of £500,000 towards buying Quinag, and the purchase of that wonderful mountain – much loved by Bill – is a lasting tribute to him. ■

TRUSTEES

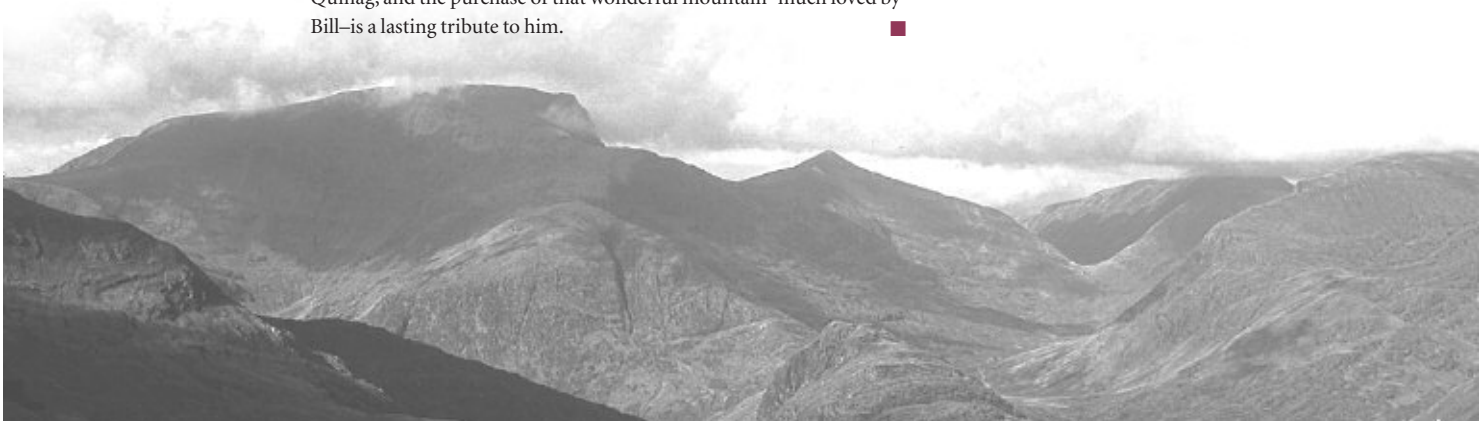
at 31 December 2005

Dick Allen
 Dick Balharry
(Chairman)
 Neil Birnie
 Rob Collister
 John Donohoe
 Steve Green,
 Keith Griffiths
(Treasurer)
 Sue Hopkinson
 Professor Paul Jarvis
 John Mackenzie
 Professor Denis
 Mollison
 Paul Ramsay
 Donald Thomas
(Secretary)
 Maude Tiso
 Dr Will Williams

Honorary Advisers

Larry Downing
 Andrew Currie

Photos Above, JMT volunteers
 by Yulia Gaidakova Below Ben
 Nevis by Catherine Williams.



THE WORK OF 2005 *by the* JMT MANAGEMENT TEAM

Policy • Land • Activities • John Muir Award • Resources

POLICY

With the appointment of Helen McDade to the full time post of policy officer, the Trust has increased capacity for policy work, enabling us to develop taking our message about the importance of wild land to politicians and other decision makers.

One area of policy which took up a substantial amount of time was the thorny problem of renewable energy development and the related matter of increased electricity grid connections.

The Trust's policy on this is clear – that we are in favour of renewable developments where they are sensitively sited and appropriate in scale, but opposed to any development on core wild land. Unfortunately, the 'rush for wind' means that many of the speculative applications coming forward are inappropriate.

So the Trust had to oppose several developments in 2005 that threaten wild land – Eisgein in Harris and Dunmaglass in the Monadhliath, and the Beaully–Denny 400kV transmission line. We believe that national strategies at UK and Scottish levels are required to rationalise this process, deciding how much renewable energy should be produced and where that would best come from.

The team

Rob Bushby
John Muir Award manager

Andrew Campbell
Head of land management

Helen McDade
Policy officer

Keith Miller
Senior conservationist

Dave Picken
Manager (England & Wales)

Ian Proudler
Development manager

Scott Williamson
Finance manager



The Planning Bill currently going through the Scottish Parliament will have a very significant impact on the ability of the Trust and local communities to input to the planning process. Our concern is that there will be very little opportunity for local people to have a say on major developments, such as large wind developments or transmission lines. The Trust is working with other organisations to make our concerns about accountability taken on board. The Act which is passed will be the major planning tool for the next 20 years.

The Trust responded to a number of Government consultations on a variety of issues - for instance, the destruction caused by vehicle tracks in wild land. We continue to work with others to increase recognition of the problems associated with high densities of deer grazing in important habitats, and to promote political action on this.

LAND

During 2005 the Trust brought the work of the Land & Property department and the partnerships side of the Policy & Partnerships department together to form the Land Management department. The rationale was that our principles for land management, along with the standards we should be aiming for, should be the same for all areas of land we are interested in.

Two new members of staff, Kirsty Leitch and Mick Blunt, were recruited during 2005 primarily to cover the Trust's input to partnership working.

2005 saw us having a land management input to a further two outstanding areas in northwest Scotland. Work began assisting the Assynt Foundation with a conservation management plan for Glencanisp and Drumrunie estates. On Quinag estate, which borders Glencanisp, one of the major tasks will be the management of the deer population.

Work to enhance the wild quality of the summit of Ben Nevis made progress. The Nevis Partnership approved a plan and volunteers began removing a number of unnecessary and misleading cairns on, and leading up to, the summit. Volunteers also removed 20 bags of rubbish, and 'Rob the Rubbish' brought the issue of waste to the public attention with a one-man clear up of the Ben, which attracted widespread media interest. Also in the public eye was the debate over memorial plaques, and plans to remove these in 2006.

A Nevis flora booklet was published, providing information on the plant-life encountered along the pony path. This has proved very popular and many outlets have collected donations on our behalf.

Our aim to have management plans for all our properties took another step forward during 2005. A 5-year management plan was completed for East Schiehallion in conjunction with the local Schiehallion Group and we also began the first revision of the Strathaird and Torrin plan.

Volunteers and contractors completed a major part of the re-vegetation of the old path line on East Schiehallion. Much of the old path on the lower slopes was reinstated by volunteers, while the upper peaty section leading to the summit ridge was handled by a contractor using heavy machinery.

On Skye the conifer woodlands suffered some serious wind-blow during the severe gales in January and September and clearance work on this began at the end of the year. Part of the wind-blow was due to be felled anyway as part of our restructuring programme. Work also started on the restructuring of the young conifer woodlands at Strathaird.

At Sconser we supported a community proposal for a sculpture at Sligachan to commemorate two great climbers,



THE WORK OF 2005 *continued*



LAND...

Professor Norman Collie and John Mackenzie, who both had close links with the area. Plans are now being professionally compiled.

The toilet/interpretation facility at Blairmore on Sandwood Estate is at last nearing completion and will open for use in Spring 2006. The near-completion of this facility was quite an achievement as at several stages over the last couple of years we thought the project would never happen as a result of funding problems and construction delays.

On Harris we were actively involved with the North Harris Trust in pulling together a management plan for the estate. We began a preliminary survey of footpaths on the estate.

Interpretation frameworks were developed for John Muir Trust and partnership properties.

The above has only scratched the surface of our land management activities over the past year, none of which would be possible without the help and dedication of staff, volunteers and contractors.

Conservation Early in 2005 the Trust considered in detail and submitted a response to the Deer Commission for Scotland's consultation on deer close seasons.

Vegetation monitoring in relation to the impacts of grazing is of fundamental importance as this information is used to guide management, especially the vital culling of red deer. Over the next couple of years this will assume greater significance as the right to control deer on East Schiehallion and Li & Coire Dhorrcail reverts to the Trust.

A combination of staff, JMT members and contractors continued monitoring tree regeneration at Li & Coire Dhorrcail, Strathaird and East Schiehallion, and impacts on juniper heath, tall herb vegetation and shrubs at Strathaird.

A vegetation survey of the north-western part of Sandwood Estate was undertaken in the summer. This was excellent timing as it covered a significant area that had suffered from an accidental fire during the spring.

Following several years' invertebrate surveys at Strathaird the opportunity was taken to identify outstanding specimens and consolidate the considerable information gathered to date. JMT members continued to survey the distribution of the Mountain Ringlet butterfly on Nevis Estate and located several new sites in

Coire nan Laogh, despite somewhat mixed weather.

During a breeding bird survey of part of Nevis Estate Ring Ouzel, considered a nationally declining species, were confirmed breeding in the same location as in 2004, though again breeding of this charismatic upland bird was not proven on East Schiehallion.

Finally archaeological work was continued at East Schiehallion with scale plans being prepared for significant features and documentary research undertaken.

14 work parties, two more than previous years, ran on all of the JMT properties. Numbers remained high and in three work parties we even had to turn people away. Around 3,000 hours of work were done by 148 volunteers with some coming back as often as five times during the year. There was the usual mix of new participants and familiar faces, overall roughly 46% female and 80% from Scotland.

Fresh projects started during the year included clearing cairns from the summit of Ben Nevis, and projects almost completed included the revegetation of the old path line at Schiehallion. The work of clearing rubbish from Ben Nevis and volunteering with the Trust was featured in a large article in *The Glasgow Herald* during July.

The Bwlch Corog project with Adam Besterman in mid-Wales progressed, with survey work carried out by the Countryside Council for Wales and the Cambria Archaeology Trust. The results will be used to develop future management plans. The farm buildings and surrounding improved pasture at Cefn Coch were sold on.

Our initial vision for a large landscape project in the Cambrians got underway being led by the Welsh wildlife trusts and centred on Plynlimon. Also, the Cambrian Mountains Society was set up to campaign for greater legislative protection for the area.

The Trust objected to the Welsh Assembly Government consultation on their Tan 8 planning proposal that puts the whole area under immense pressure to be developed for wind turbines.

ACTIVITIES PROGRAMME

2005 saw the tenth, and largest, JMT activities programme, with 18 trips involving over 220 people. Feedback from participants was excellent with 43 per cent rating their experience on the programme as 10/10 and with an overall 92 per cent rating of 8 or more. Participants were only able to have such a memorable experience through the hard work and commitment of our volunteer leaders and partner organisations.

The Activities Programme offers a diverse range of experiences in wild places, open to people of all ages and abilities. Each trip is designed to discover, explore and conserve a wild place, with participants encouraged to share their experiences. We aim to 'leave no trace', have a positive impact on the environment and support local businesses. The programme is volunteer led. In its 10 years more than 1200 people have been involved in the programme in over 50 wild places across the British Isles and beyond.

Photos *Top Right* JMT volunteer, Coire Dhorrcail, by Gwyneth Moss; *Right* family trip to Eigg, by Katie Jackson; *Opposite* Doug Scott receives the Lifetime Achievement Award from Trustee Will Williams, by Henry Iddon.



The sharing in Grizedale Forest was one of the most powerful experiences I have ever delivered in fifteen years working with young people.

Matt France, Brathay Hall, on using the Award with homeless young Cumbrians.



JOHN MUIR AWARD

The tremendous milestone of 10,000 John Muir Awards in one year was achieved in 2005, an increase of 66 per cent on 2004. Evaluations of activity in Wales and Cumbria generated positive feedback from partner organisations and individual participants, and also gave useful pointers for improvements. Other highlights included:

- ◆ The presentation of a John Muir Trust Lifetime Achievement Award to mountaineer Doug Scott.
- ◆ A presentation in the summer of the 20,000th John Muir Award by Scottish Minister for Education, Peter Peacock.
- ◆ Six networking events – ‘gatherings’ – on the theme of ‘Making a Difference’, attended by over 150 provider representatives.
- ◆ 25 per cent of participants from socially excluded backgrounds – a consistent proportion since the Award was launched.
- ◆ An environmental policy produced and adopted by all Award staff.
- ◆ Increased influence and presence in the fields of outdoor education and environmental education.

We were fortunate in gaining funds from the CAE Sustainable Development Fund, administered through the Snowdonia National Park, to employ a part-time person over the next three years to work with 14–24 year olds from deprived communities within the Park and in adjacent urban areas. We were lucky enough to engage Cemlyn Jones to take on this role.

Members can feel proud that John Muir’s message is being spread throughout the UK, to a predominantly youthful audience, via the John Muir Award. We now have a far-flung team of 13 staff supporting outdoor activity that embraces the themes of *Discovering* wild places, actively *Exploring* them, doing something to *Conserve* them and *Sharing* these experiences.

RESOURCES

2005 proved to be a year of raising the bar once again in every sense. Competition for financial support is ever increasing, especially in the corporate sector. The Trust benefited greatly from the new corporate partnerships forged in 2005 where quality of the relationship is the key to a successful partnership.

Our membership increase partly reflected the complimentary membership being offered through the Suilven Appeal.

Fundraising activities in the Assynt area, both for the Assynt

Foundation and for ourselves through the Suilven Appeal, did challenge the Development team and in many ways the Trust as a whole. The Assynt Foundation were quite extraordinary in their resolve, working closely with us to achieve the successful outcome at Glencanisp and Drumrunie.

We worked closely with colleagues to look carefully at the way the Trust presents itself to the outside world with a resulting re-branding and clear message. We now have a new logo and corporate ‘look’ and have begun the process of redesigning the website. We have tried to get a fresh new look which is reflected in all our new and existing literature.

During the year we had seven runners commit to the gruelling Flora London Marathon. To support their fundraising efforts we asked our members and supporters to assist, which we had never done before, and were delighted with the generous support. Just short of £20,000 was raised.

In August Kate De Haan of the Peter De Haan Charitable Trust visited the woodlands on Skye where they are funding a major restructuring project. We are always delighted to show our funders how and where their donations are being used.

Seeing how members and supporters are so active we took the decision to appoint Fiona Allan as Membership Recruitment and Fundraising Officer. As the year drew to a close we had already started the planning for a significant membership recruitment initiative for 2006 and beyond. Anyone wanting to be a part of this just needs to call the JMT Leith office.

Leading edge technology further increased the efficiency of our data processing. Members will already be aware of the improved operation of the Trust website in terms of ordering Christmas cards, yearbooks and calendars. Behind the scenes, the authorisation of credit and debit card transactions has been automated, hugely reducing the time and effort involved in this activity.

The Trust implemented on-line access to all of its main bank accounts allowing us to process authorised payments without the need for writing cheques. The on-line facility also enables us to monitor our bank position on a daily basis with a consequent improvement in cashflow monitoring and treasury management.

Most significantly, the main accounting system was modified to allow a much faster turnaround in the production of management accounts and budget reports.

The Trust was involved in a number of very exciting new and high-profile projects in 2005. It is vital that information systems are equal to the task of monitoring the application of the Trust’s limited resources to these wonderful opportunities. The efficiency and transparency of our financial operations are also vital to securing and maintaining the confidence of our funders, partners, auditors and regulators.

The success of the year’s various appeals would not have been possible without the diligence and professionalism of Keith and Jane Anderson and Nicola Wylie.

JMT ANNUAL REPORT FOR 2005

This entire document is the Annual Report for John Muir Trust ('JMT') for the year ended 31 December 2005.

It is intended to comply with the requirements of the Statement of Recommended Practice for Charities 2005 Edition (SORP) and is the fifth Annual Report of JMT prepared in a SORP format (the first in the 2005 Edition format).

This report should be read in conjunction with the full accounts of JMT for the same period, to which reference should be made. The accounts contained in this Report are extracts from those full accounts, copies of which are available from the registered office. This Annual Report has been approved by the Trustees of JMT.

The information (so far as applicable) required by paragraphs 41–59 of SORP 2005, insofar as not contained in other parts of this Annual Report, is as follows:

Reference and Administrative Details

John Muir Trust is a private company limited by guarantee and not having a share capital incorporated under the Companies Acts in Scotland under that name (registered number 81620) and has its registered and principal office at 41 Commercial Street, Leith, Edinburgh EH6 6JD. It uses the name John Muir Award in respect of some of its activities.

JMT is a Scottish Charity, Number SC 002061.

The governing document of JMT is the Memorandum and Articles of Association, the current version of which was adopted at the AGM in April 1997.

Structure, Governance and Management

JMT is governed by Trustees who are Directors in terms of the Companies Acts. They are offered induction and training which is appropriate to them given their personal qualifications and experience and the particular role they are to play within JMT. The Trustees are responsible for policy setting and strategic decisions, and the duties imposed by statute on directors.

Day to day management is delegated to the Chief Executive, Nigel Hawkins (known as the Director of JMT) in which he is assisted by other employees, the Operational Management Team ('OMT'), composed of various of the senior employees of JMT.

The Trustees of JMT who served during 2005 were:

Sir Crispin Agnew of Lochnaw (retired 8 May 2005)
 Richard Allen (appointed 9 October 2005)
 Richard Balharry (Chairman)
 Neil Birnie (appointed 8 May 2005)
 Rob Collister
 Ken Crocket (retired 8 May 2005)
 John Donohoe
 Stephen Green
 Keith Griffiths (Treasurer)
 Susan D Hopkinson (appointed 8 May 2005)
 Professor Paul Jarvis
 Professor Denis Mollison
 John Mackenzie
 Paul Ramsay (appointed 8 May 2005)
 Prof Malcolm Slessor (retired 8 May 2005)
 Maude R Tiso
 Donald Thomas (Company Secretary)
 Dr Will Williams

The Trustees are generally elected by the members of JMT by

postal ballot. Richard Allen was appointed by the Trustees under Article 35.

The Trustees and staff of JMT have identified and reviewed the major risks to which JMT is exposed and have established systems and policies to manage those risks.

The details of other relevant organisations or persons are:

Bankers: Royal Bank of Scotland, St Andrews Square, Edinburgh

Solicitors: Turcan Connell, Princes Exchange, 1 Earl Grey Street, Edinburgh EH3 9EF

Auditors: Scott-Moncrieff, 17 Melville Street, Edinburgh, EH3 7PH

Investment Managers: Rossie House Investment Management, Forgandenny, Perth PH2 9EH

The investment powers of JMT are general ones conferred by JMT's Memorandum of Association.

Objectives and Activities

The objects of JMT are set out in the Memorandum of Association and are:

- ◆ *To conserve and protect wild places with their indigenous animals, plants and soils for the benefit of present and future generations*

And in particular:

- ◆ To conserve wild places and their landscapes, both for their own sake and for the sustenance and the inspiration they give to humanity
- ◆ To protect existing wild places so as to conserve their natural processes, and their indigenous animals, plants and soils
- ◆ To renew wild places, where they have been damaged, by encouraging natural processes
- ◆ To work with local communities and to encourage them to live in harmony with wild places
- ◆ To promote an awareness and understanding of wild places for their own sake and for their value to the benefit of humanity
- ◆ To stimulate public support to help wild places
- ◆ To encourage voluntary participation in the conservation and renewal of wild places

The activities of JMT towards those objectives during 2005 are reviewed elsewhere in this Annual Report in the Chairman's Welcome, the Director's Overview, and the reports from the JMT Management Team and Treasurer.

JMT does sometimes make grants to other bodies for purposes in support of JMT's objectives; any significant grants made in 2005 are referred to elsewhere in this Annual Report. JMT also gave various smaller individual grants to John Muir Award participants, and for community support at Sconser.

Achievements and Performance / Financial Review / Plans for Future Periods

These aspects of JMT's activities during 2005 are reviewed elsewhere in this Annual Report in the Chairman's Welcome, the Director's Overview, and the reports from the JMT Management Team and Treasurer, which also indicate JMT's plans for the future.

Date of Approval 13 March 2006.

CHARITABLE TRUSTS *and* CORPORATE DONORS

We acknowledge with thanks the support of these funders for major projects and partnerships during the year.



For supporting areas of the Trust's work and in particular the Suilven Appeal.



For volunteering assistance from staff, and financial support from BP on East Schiehallion.

BROWN FORBES MEMORIAL FUND

For project support on East Schiehallion.



Cumbria Youth Alliance, for funding and supporting the John Muir Award in Cumbria.

STEVE AUSTIN



To the many members who generously supported us in 2005, through the Suilven Appeal and through individual donations, our heartfelt thanks.

CAIRNGORMS NATIONAL PARK

PAIRC NAISEANTA A MHONAIHD RUAIDH

Cairngorms National Park Authority, LEADER+ and SNH for funding and supporting the John Muir Award in the Cairngorms.



East Lothian

Rank Foundation and East Lothian Council, for funding and supporting the John Muir Award in East Lothian.

Heritage Lottery Fund



The Heritage Lottery Fund, for support for projects in Scotland and Wales.

Miss AGNES H HUNTER'S TRUST

For support to further extend the John Muir Award scheme in Edinburgh, particularly to involve socially excluded people and groups.

PETER DE HAAN CHARITABLE TRUST

For ongoing project support for the Skye Coastal Woodland Project and the John Muir Award on Skye.



Image Scotland

For providing valuable office system support, web design, and for managing JMT merchandise orders.

Scottish & Newcastle

Scottish & Newcastle plc for Ben Nevis and Glen Nevis project support.

SCOTTISH NATURAL HERITAGE



Scottish Natural Heritage, for supporting many areas of the work of the Trust and the John Muir Award in Scotland.



Graham Tiso, for providing free office accommodation, financial, and many other forms of support.

TUBNEY CHARITABLE TRUST

The Tubney Charitable Trust, which provided key funding for the Lochinver community's purchase of Glencanisp and Drumrunie estates.

We are also grateful for the support of these other charitable trust and corporate donors in 2005.

Anatom
B O A T
Bell & Co
Blythswood Associates
CALA Group Ltd
Carsten Flieger.Fotografie
Citidata Ltd
Copley Charitable Trust
Craig McMaster Photography
Craignish Trust
Cruden Foundation Ltd
A & N Daniell Charitable Trust
Richard Desmond Charitable Trust
Dewar's World of Whisky
Evelyn Drysdale Charitable Trust
EEFP Trust
Enlightenment Media Ltd
Environmental Protection Services (UK) Ltd
Ethcom Ltd
Faslane Trust
Gordon Fraser Charitable Trust
Mrs Jean M F Fraser Charitable Trust
Green Cross UK
Hay Nisbet Press Ltd
Heart of the Lakes & Cottage Life
Hendersons
P H Holt Charitable Trust
John Muir Country Store
Memory-Map
Millennium Forest for Scotland Trust
The Miller Consultancy
NEO Contracts Ltd
Norben Charity
A M Pilkington's Charitable Trust
Profitmaster Systems Ltd
Rathbones
N M Rothschild & Sons Ltd
Sealgair Trust
Simpson & Brown Architects
Stichting Teuntienna (TA Fund)
Talteg Ltd
Tay Charitable Trust
The Thomson Corporation PLC
Miss W H S Wallace's Trust
W B Grieve
West Coast Outdoor Leisure

TREASURER'S REPORT FOR 2005 *by* KEITH GRIFFITHS, TREASURER

I WOULD LIKE TO START BY RECORDING MY THANKS to the Trust's staff. I am particularly grateful to our Finance Manager Scott Williamson, and his assistant Nicola Wylie. In the early drafts of this Report I also thanked Bill Wallace, my predecessor as Hon Treasurer and Trustee, for his continued regular help. Bill's sudden and untimely death leaves a huge void in the Trust as well as in his family, and I personally owe him a huge debt for his help and guidance over the years of my involvement with JMT.

THE TRUST

These are the fifth set of Accounts presented in the format required by the Statement of Recommended Practice for Charities – SORP. This year the Trustees have decided to adopt SORP (2005) one year earlier than strictly necessary. The primary document is the Statement of Financial Activities (SOFA), which incorporates the Income and Expenditure Account required in Scotland. Adopting SORP (2005) and other accounting changes intended to reflect current good practice in Charities Accounts have resulted in some changes in treatment in the Accounts. These are chiefly that Gift-Aid is allocated to the corresponding income source (not all lumped in with donations), and part of what had previously been referred to as administration expenditure is now allocated to the charitable activity which it supports, on a headcount basis. Some expenditure categories have changed to reflect reorganisation in the Trust's activities. The comparable figures for 2004 are restated where appropriate to allow fair comparison.

2005 was a very interesting and challenging year for the John Muir Trust in financial terms, full of unexpected thrills, and with the highest ever levels of income and expenditure.

The main highlight was the activity in Sutherland, resulting in the launch of the Suilven Appeal and the support given to the Assynt Foundation, followed by the Trust's own purchase of Quinag.

The total raised in 2005 by the Suilven Appeal (including Gift-Aid) was £305,704. The donations to the Quinag purchase totalled £537,035, and can I personally thank everyone who spontaneously donated funds to help plug the gap between the initial £500,000 donation and the purchase price.

The Suilven Appeal receipts are shown in the accounts as designated income. Consistent with the terms of the Appeal the Trustees have used part to meet the balance of the Quinag purchase price. The carried forward balance of Suilven Appeal funds (£114,072) are sufficient to meet the Trust's future cash commitments to Assynt Foundation and the Trust's intended staff assistance in the near future.

The other major financial item was the purchase of offices and meeting facilities at Tower House, Pitlochry at the start of the year. That impacts on the balance sheet rather than the SOFA, and is effectively a reallocation of funds from cash to trading property, as Tower House is a realisable asset and part of the Trust's reserves.

The picture given by the SOFA is not entirely clear, since it requires that the expenditure on buying Quinag is shown 'below

the line' rather than within expenditure, although the donations come into income. Sadly therefore the apparent overall surplus of £627,556 is, after paying for Quinag (which is of course now an additional Trust asset), a 'real' annual surplus of only £14,797 before financial adjustments. These related to JMT Trading Company Limited (negative) and the Trust's investments (positive), which are commented on below. After these adjustments the final overall surplus was £76,451. These two key surplus figures don't appear in the required 'transparent' SORP format!

However the overall 'real' surplus hides a deficit of £48,032 on General Funds, more than offset by the carried forward net surplus on the Suilven Appeal and other designated and restricted funds.

This was the outcome from a budget deficit of £27,000 (before adjustments such as gains on investments) set by Trustees for 2005. In fact stripping out the Suilven Appeal and Quinag donations income was down overall on 2004 by 2% and expenditure (ignoring Quinag and Suilven Appeal matters) was up overall by 8%.

Our total income from subscriptions and non-specific donations has decreased from 2004 by approximately 9%. This includes a reduction of almost 55% in personal donations (2005 saw no repeat of the 2004 General Appeal, and the considerable personal donations to the Suilven Appeal and for Quinag in the second half of the year no doubt displaced some general giving) partly offset by an increase of 18% in subscriptions; helped by increase in overall members and the new subscription rates.

This increase is encouraging, but we have still been unable to make a step change to a significantly higher level of reliable recurring income. A substantial increase in membership numbers is still the best way of securing the long-term ability of the Trust to do the things its members value, and such an increase still remains one of my own main goals for the Trust – I am determined this will not remain the triumph of hope over experience!

Receipts in the general funds from charitable trusts and businesses more than doubled, although from a very low base, and such bodies still seem to prefer to give project sponsorship rather than general support.

The highlight of the 2005 non-appeal income was once again legacies. The figure of £142,506 is only slightly up on 2004, but still a much higher figure than the Trust have normally experienced. The Trust is always extremely grateful those who support the Trust through their wills, but I'm sorry I won't be able to thank them in person!

As before we have achieved important grant income from public bodies and charitable trusts, and I would add my personal thanks to the recognition given to them elsewhere in this Annual Report.

I said above that the underlying expenditure of the Trust was 8% higher in 2005 than in 2004. The increase is primarily due to higher staff numbers. Some costs have been absorbed by restricted and designated funds, helping to reduce the deficit on general funds.

The Trust's staff and Trustees continue to monitor carefully

the Trust's expenditure and commitments. The Trustees remain very conscious that the Trust has very limited financial and human resources and must avoid over-commitment or unsustainable expansion.

For 2006 income and expenditure are budgeted at approximately £1.095M and £1.230M respectively, a projected deficit of £135,000. This has been approved by Trustees on the basis that 2006 must be used to expand JMT's resource base going forward; such a deficit can be accommodated by current reserves, but must be a one-off. Increasing membership numbers and support levels and income from charitable trusts and corporate bodies will be a key priority.

I will comment on the financial adjustments in the lower lines of the SOFA.

As last year, there has been a reduction (this year a rather larger one of £18,994) in the valuation of the Trust's 100% shareholding in JMT Trading Company Limited. This has been written down to the net asset value of the Trading Company as at 31 December 2005. The direct farming operations of the Trading Company at Strathaird ceased in 2001, but certain woodland activities are carried on through the Trading Company and these resulted in a substantial loss of £23,994. The write-down should be viewed in the context of the £18,853 contribution by gift to the Trust from the Trading Company of all but £5,000 of the surplus on merchandise sales for the year (less loss of £1,432 on sale of livestock), so the overall net loss to the Trust caused by the Trading Company is £141.

With respect to the Trust's investments and cash deposits, the income has held up well, and in capital terms there has been a realised gain of £5,652 and unrealised gains of £80,648. The overall return on the investment portfolio has been about 20%. The Trustees remain satisfied with the performance of the investment managers Rossie House Investment Management. Of the figure for quoted investments of £574,530 given in the balance sheet, just over 19% is now invested in government stock and other bonds, and the balance is in various collective funds, mainly invested in equities.

The Trustees repeat the assurance given to members in my previous Reports that the investment policy is conservative and not speculative. SORP requires the Trust formally to state its Investment Policy. This remains the same as last year. The Long Term Financial Reserve mentioned below is the only part of the Trust's reserves which at present is invested in equities (and then only in part), and the Trustees do not consider that will alter in the short term. The Trustees' overall objective is to maximise the return on the Trust's investments, consistent with an acceptable level of risk. The minimum objective is to maintain the real value of the assets over time.

SORP also requires the Trust formally to state its Reserves Policy, and this remains as follows:

(N.B. for the purposes of this policy, Reserves are treated as being only quoted investments, cash or bank balances, and the Pitlochry offices, and therefore other assets (such as the wild land properties, other fixed assets, the interest in JMT Trading Company Limited and the remaining net current assets) are not taken into account.)

1. A Long Term Financial Reserve to hold funds available to cover possible future income deficits in the medium to long term and also the greater part of the restricted funds which the Trustees do not consider will require to be expended in accordance with their purposes in the short term. In the immediate future the Trustees consider the long term reserve should ideally be at three months anticipated annual expenditure plus long term restricted funds.

Based on current restricted funds and the 2006 budget this would equate to approximately £615,000, and the actual level of this Reserve at 31 December 2005 was approximately £600,000. The corresponding figures for 2004 were £600,000

and £550,000.

2. A Capital Financial Reserve of up to £500,000 (or higher in the event of donations or legacies given for that purpose) available at not more than 3–4 months' notice for the purchase of a property, or other major capital projects, within the terms of the Corporate Plan and Acquisition Policy.

The actual level of this Reserve at 31 December 2005 was approximately £170,000, the same as at the end of 2004.

3. A Current Financial Reserve available to absorb peaks and troughs in income and expenditure in the course of a year. The Trustees would generally wish to ensure that this is set at a sum equating to at least four months expenditure on the general fund.

Based on the 2006 budget this would be approximately £410,000, and the actual level of this Reserve at 31 December 2005 was approximately £410,000. The corresponding figures for 2004 were £350,000 and £350,000.

In summary the Reserves Policy dictated that the desired total reserves as at 31 December 2005 were £1,525,000, against an actual figure of £1,180,000 or approximately 77% (the corresponding 2004 figures were £1,450,000 desired and £1,070,000 actual or approximately 74%). The slight improvement in the reserves position is due to the overall 2005 surplus, largely due to the increase in the value of the investments.

The Trustees remain of the view that the present Reserves Policy is prudent taking account of the Trust's objects and 2006 budget. However at present the Trust's reserves are significantly less than the Trustees consider desirable. As before the main shortfall relates to the Capital Financial Reserve, so the Trust has very limited scope for property purchase without an appeal.

As usual I would draw attention to the capitalisation of the purchase of the Trust's wild land properties (this year referred to as 'Heritage Properties'). These wild land properties were shown for the first time in the 2001 Accounts as Tangible Fixed Assets (although the properties and their individual year of purchase and purchase price had always been detailed in one of the Notes to the full accounts, which remains the case). This was done to comply with the requirements of SORP. This does not indicate any change in the objectives or policy of the Trust. As these Heritage Properties were acquired by the Trust for long term retention in furtherance of its objectives the Trustees do not consider it either appropriate or cost-effective to have them revalued, and they are shown in these Accounts at cost. Quinag is an addition to this category this year, but Tower House, Pitlochry is not, as it is included in tangible fixed assets as Property.

JMT TRADING COMPANY LIMITED

The main points are commented on above. The Company remains limited partner in the Strathaird Farming Partnership, which leases the Strathaird farm. The livestock remain in the ownership of the Company but are leased to the Partnership. Some livestock were sold in 2005, resulting in a small loss, and a substantial loss was incurred on the woodland activities.

The outsourcing of the merchandising operation has been successfully completed, and it continued to provide a reasonable profit to be gifted to the Trust. As before many purchasers took the opportunity to make additional donations to the Trust when making merchandise purchases. ■

Statement of Financial Activities year ended 31 December 2005

Incorporating Income & Expenditure Account and Statement of Total Recognised Gains and Losses

	Unrestricted funds		Restricted funds	Total	2004
	General	Designated			
INCOMING RESOURCES	£	£	£	£	£
Voluntary income from supporters					
Subscriptions	209,651			209,651	177,729
Donations	79,499		537,035	616,534	174,881
Legacies	142,506			142,506	140,023
Corporate donations	40,439			40,439	9,452
Grants from charitable trusts	18,297			18,297	18,592
Incoming resources from charitable activities					
Land management including partnerships	15,440	35,272	75,974	126,686	108,073
Schiehallion footpath project	71,781			71,781	29,907
Education	105,840		44,495	150,335	67,848
Policy	8,750			8,750	-
Income from activities for generating funds					
Fundraising activities	19,027	305,704		324,731	81,393
Activities Programme	35,332			35,332	33,397
Lectures and functions	8,497			8,497	1,366
Gift Aid from trading company	18,853			18,853	27,253
Investment Income					
Investment income and interest received	10,977		13,809	24,786	28,585
Realised gains/losses on investments	5,652			5,652	-756
Other income					
Farm and other rents	555			555	4,255
Gift in kind				-	80,000
Total incoming resources	791,096	340,976	671,313	1,803,385	981,998
RESOURCES EXPENDED					
Costs of generating voluntary income					
Fundraising costs	121,233	35,323		156,556	181,843
Publicity and promotion	20,453			20,453	22,623
Journal and other publications	36,060			36,060	32,625
Lectures and functions	2,852			2,852	1,670
Charitable activities					
Land management including partnerships	165,445	58,616	120,683	344,744	263,581
Schiehallion footpath project	31,406			31,406	31,514
Education	269,387		57,079	326,466	239,682
Activities Programme	37,608			37,608	50,714
Policy	100,898			100,898	57,400
Donations to Assynt Foundation		65,000		65,000	-
Investment management costs					
Professional fees	5,871			5,871	5,872
Governance costs					
Audit and accountancy	3,000			3,000	3,525
Legal fees	5,301			5,301	6,148
Governance including Trustee meetings	39,614			39,614	34,158
Other resources expended					
Realised losses on asset disposals				-	-
Total resources expended	839,128	158,939	177,762	1,175,829	931,355
Net incoming resources/resources expended before transfers					
	-48,032	182,037	493,551	627,556	50,643
Transfer to Heritage Properties		-75,724	-537,035	-612,759	-80,000
Transfer to Heritage Properties (Quinag purchase)		612,759		612,759	80,000
Net incoming resources before unrealised gains/losses					
	-48,032	719,072	-43,484	627,556	50,643
Revaluation of investment in Trading Company	-18,994			-18,994	-8,579
Unrealised gain on other investments	80,648			80,648	51,488
Net movement in funds	13,622	719,072	-43,484	689,210	93,552
Fund balances at 1 January 2005					
Heritage Properties		1,969,611		1,969,611	1,889,611
Other funds	655,426	158,122	349,446	1,162,994	1,149,442
Fund balances carried forward 31 Dec 2005	669,048	2,846,805	305,962	3,821,815	3,132,605

JMT Trading Company Ltd**Profit and Loss Account year ended 31 December 2005**

	Livestock	Woodlands	Merchandising	Total	2004
	£	£	£	£	£
TURNOVER					
Merchandising			57,954	57,954	60,725
Woodlands—sales of wood		4,284		4,284	2,702
—grants		2,990		2,990	6,191
Livestock sales	12,123			12,123	-
	12,123	7,274	57,954	77,351	69,618
COST OF SALES					
Merchandising			-32,669	-32,669	-30,352
Woodlands - project costs		-24,677		-24,677	-10,835
Livestock	-13,555			-13,555	
	-13,555	-24,677	-32,669	-70,901	-41,187
REDUCTIONS IN QUOTA VALUE					
Quotas – cattle				-	-
Quotas – sheep				-	-
GROSS PROFIT	-1,432	-17,403	25,285	6,450	28,431
OTHER COSTS					
Other fixed costs				-	-3,060
Audit fee				-	-1,250
Depreciation		-7,592		-7,592	-5,447
Profit/loss on fixed assets		1,001		1,001	
		-6,591	-	-6,591	-9,757
Deficit/Surplus on Trading for the year	-1,432	-23,994	25,285	-141	18,674
Payments to:					
JOHN MUIR TRUST					
for Donation under Gift Aid			-18,853	-18,853	-27,253
	-1,432	-23,994	6,432	-18,994	-8,579

JMT Trading Company Ltd**Balance Sheet year ended 31 December 2005**

	2005	2004
£	£	£
FIXED ASSETS		
Tangible assets	10,798	11,090
Investment	1,000	1,000
	<u>11,798</u>	<u>12,090</u>
 CURRENT ASSETS		
Stocks	21,887	32,903
Debtors	19,214	21,075
Bank and Cash	5,988	685
	47,089	<u>54,663</u>
 CREDITORS		
Amounts falling due within one year	54,814	<u>43,686</u>
 NET CURRENT ASSETS	<u>-7,725</u>	<u>10,977</u>
TOTAL ASSETS LESS CURRENT LIABILITIES	4,073	23,067
 NET ASSETS	<u>4,073</u>	<u>23,067</u>
 CAPITAL AND RESERVES		
Called up Share Capital	173,448	173,448
Profit and Loss Account	-169,375	-150,381
 SHAREHOLDERS' FUNDS	<u>4,073</u>	<u>23,067</u>

Approved by the Board of Directors on 13 March 2006 and signed on their behalf:
KEITH GRIFFITHS, Chairman.

JMT OFFICES, STAFF *and* PARTNER ORGANISATIONS

Offices

Registered office

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Activities Programme tel 0845 456 1783

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Land management office

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Membership Recruitment and Fundraising Officer, Fiona Allan
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Development, England & Wales

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John Muir Award

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Project worker, Cemlyn Jones

John Muir Award Manager, Cairngorms, Alan Smith
Employee of Cairngorms National Park Authority
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John Muir Award Manager, Cumbria, Michelle Donoghue
Development worker, Cumbria, Jonathan Walkingshaw
Administrator, Sadie McGlone
In partnership with and hosted by Cumbria Youth Alliance
cumbria@johnmuiraward.org

Finance & Administration

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Finance Assistant, Nicola Wylie
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Membership Secretary, Jane Anderson (*self-employed*)
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IT, Keith Anderson (*consultant*)
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Partnerships managers
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Kirsty Leitch, kirsty@jmt.org
Nevis Conservation Officer, Alison Devey
nevis@jmt.org
Estate foreman, Skye, Alasdair MacPherson
Estate worker, Skye, Willie Robertson
In partnership with Highland Council
Skye crofting, Ian MacKinnon (*consultant*)
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(*consultant*), conservationactivities@jmt.org

Policy

Policy Officer, Helen McDade
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Senior Conservationist

Senior Conservationist, Keith Miller
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Partner organisations

Our nominated directors (and *alternates*) at 31 December 2005 were:

Assynt Foundation Nigel Hawkins (*Mick Blunt*)
John Muir Birthplace Trust Adam Gillingham, Robert Russel
Knoydart Foundation Kirsty Leitch (*Douglas Halliday*)
Nevis Partnership Kirsty Leitch (*John Donohoe*)
North Harris Trust Nigel Hawkins (*Mick Blunt*)