

Annual Report 2019



Contents

Chairman's Report	3
Executive Director's Report	4
Policy Progress	6
Staffing Matters	10
Membership Update	11
Around the Regions	11
Events and Communications	12
Helping it Happen Awards	15
Public Affairs	15
Financial Results	16

Chairman's Report



David Johnstone
Chairman

ONCE again I find myself reflecting on a year of uncertainty and political turmoil! Whatever your view on Brexit, there can be no doubt that it has had an effect on the work of parliaments and governments at Holyrood and Westminster.

In the meantime, most businesses have continued as best they can during the relative lull in public policy development, pending clarity on all those questions and issues that seem to be on hold until our future relationship with the EU becomes clearer.

In the case of Scottish land-based businesses, our collective performance as a sector has continued to provide a unique set of benefits for everyone with an interest in the health of rural Scotland.

We have provided thousands of direct jobs in a range of industries, supported

indirect employment in supply chain trades and professions, and accordingly helped to maintain demand for the public services that communities need to remain viable.

Not only that, we have maintained and enhanced the environment that is central to Scotland's visitor economy and added to our natural capital for future generations.

As a membership organisation, one of our main roles is to make the case with decision-makers for a policy and legal framework that allows land managers to keep providing these priceless benefits.

You will see in this annual review that we have continued to provide positive, evidence-based arguments for sensible policies across a wide range of issues.

In doing so, we have also built partnerships with

those who share our interest in a thriving rural Scotland, including some with organisations where we are able to work together despite not agreeing on every topic.

Indeed, throughout 2018 we engaged in many robust discussions, including some among ourselves and with our friends! The extensive events programme summarised within this annual report is one of the main ways in which we facilitate such debates and I feel these face-to-face opportunities are so valuable in advancing our interests.

The increase in staffing we have seen during the year will allow us to increase that activity, from parliamentary receptions to site visits across the country. The strengthening of both our head office and regional presence, supporting our regional committees, is critical to our success.

We also strengthened our Senior Management Team with Mark Tennant taking on the newly created Vice Chair Policy and Dee Ward taking over the Vice Chair Operations role from Hughie Campbell Adamson. The contribution of all three has proved invaluable to date.

Across all the strands of our work I'm really excited to see what 2019 holds. Ultimately though, everything we do is for the benefit of our members. We are all extremely grateful for your continued support and involvement.

Executive Director's Report



Sarah-Jane Laing
Executive Director

WHEN organisations talk of 'transformation' it is frequently a cliché. I would not claim we have transformed Scottish Land & Estates, nor the prospects of Scotland's rural and land-owning business community. But I would say that we are in the midst of a tangible, meaningful process towards transformation and that 2018 marks a highly significant year in that.

Perhaps 'consolidation' would be a more appropriate word to use at this stage. However, I feel that does not capture the extent of our achievements in the last year, let alone the scale of our ambition for 2019 and beyond.

As many members will be aware, we began a root and branch review of the organisation in 2016. That set the strategic direction for me in my new role as Executive Director, which I took up in May 2017. During the changes of the last couple of years I have had the strong

support of the board, and in particular David Johnstone as chair, in implementing the changes agreed.

Any membership body relies on two key assets: members and staff. Naturally enough, these have been the main focus of our attention in 2018.

Looking internally first, we introduced a new structure at head office and strengthened the team with various recruits. I am delighted with the combination that we have of fresh energy and perspectives from new staff, coupled with the experience and insight of the established team.

Of course, we cannot serve the whole country from Musselburgh, so it was very important to me to re-establish our regional network to support local committees and revitalise our presence across Scotland.

As a staff team we are also refocussing our operational and policy priorities to maximise the benefits

we provide to members and the effectiveness of our influencing activity. Inevitably, this change has placed many additional demands on our time, but this groundwork is undoubtedly vital to preparing us for success in the long-term.

Turning to members, one of our main aims has been to showcase the unique contribution that land-based businesses make to the economic, social and environmental well-being of Scotland. Our very successful annual conference and Helping it Happen awards are two high-profile events that do just that.

We have also provided very popular opportunities for learning, networking and sharing best practice, such as the sold-out land managers training day. Events like these make a tangible difference for participants and how they manage their operations.

Towards the end of the year we launched our overhauled website. If you have not already visited it, I

would urge you to do so, as it offers a range of benefits, such as event booking and advice tailored to your interests. It is also far easier to use, even if just checking up on the latest news.

As well as improving our service, we have also increased the number of direct membership benefits, such as securing discounts on new vehicles, and will further increase these in 2019.

Lastly on an operational front, we have worked hard to ensure that we have a stable financial base for the future. I am pleased to report that – as our appended financial results show – we have enjoyed a solid performance in terms of membership and commercial revenue, while also managing our costs well during a period of growth.

At a policy level, Brexit has obviously dominated politics and the media. However, as members know very well, 'real' life has continued despite the preoccupation with looming

exit. Indeed, many of the challenges faced by members, and which we have helped them with, would exist regardless of our changing relationship with the EU.

Accordingly, we have addressed improving the viability of Scottish agriculture, increasing employment and business opportunities in rural areas, providing quality and diverse housing options, and strengthening built and digital infrastructure.

Brexit may well prove to be the catalyst for us having to deal with some of these challenges sooner than we'd like but it would be wrong and unproductive to blame the leave vote for their existence. As we have argued throughout the year, challenges may also be opportunities, and it is in that spirit that we have approached 2019.

“Any membership body relies on two key assets: members and staff. Naturally enough, these have been the main focus of our attention in 2018.”

As Executive Director, I have many priorities for the short-, medium- and long-term. But these are the ones I feel are worth particularly highlighting:

- Setting out a more transparent set of policy and other objectives
- Leading a mature, positive, evidence-based argument for the changes that will help rural Scotland
- Building relationships and alliances, even with those we may have disagreements with, to further increase our influence
- Maximising our impact in securing a supportive policy framework for land-based businesses

- Improving our recruitment of new members by promoting a clearer set of benefits, both collective and for individual businesses
- Increasing even further the SLE team's high level of performance
- Providing the best possible advice and support for members and their businesses
- Highlighting the economic, social and environmental contribution of our members

On that last point, we will certainly make a point of celebrating the successes of our members – and ourselves in supporting you. Together, we make rural Scotland thrive!

Policy Progress



As ever, 2018 was extremely busy on the policy front, with a huge array of different topics posing opportunities and threats to Scottish rural businesses.



Mark Tennant
Vice-Chairman Policy

Mark Tennant took up the newly created position of Vice Chairman (Policy) in July 2018. Mark is chair of Scottish Land & Estates' internal National Policy Group.

WE have not covered every policy issue in these pages, even though work is ongoing across all our policy areas. Our Quarterly Policy reports are an excellent way of keeping up-to-date with all our work.

Here are just some of the highlights...

PLANNING

The main focus during the year was on influencing the new Planning Bill that is currently going through the Scottish Parliament. Although the Bill is intended to streamline and modernise the planning process, many of the 230 amendments proposed by MSPs would have had the opposite effect, placing an unnecessary regulatory burden on the operations and investment plans of rural businesses.

We successfully called for some of these amendments

to be withdrawn or voted against during stage 2, including one that would have brought forestry and agriculture under the planning system and another that would have put in place a presumption against granting planning permission for hill tracks on land used for shooting or other field sports in certain areas.

Our arguments also helped to prevent the passing of other amendments which would have had a negative effect on the countryside, including ones relating to flood risk, rights of appeal, official designation of wild land and compulsory purchase of previously inhabited land for resettlement.

Finally, we briefed MSPs on the valid reasons against supporting the Land Value Capture amendments. We are hopeful that our arguments

gain traction as the bill progresses through Parliament in 2019.

HOUSING

Regulations for changing repairing standards were published in December reflecting our argument to exempt holiday properties and not include some unworkable measures that had been initially proposed. We are now looking forward to working with the Scottish Government to shape the guidance on these regulations.

After more than five years of discussion the minimum energy efficiency standards were published. We secured a meeting with the Cabinet Secretary for Communities and Local Government and now await the details of exemptions and abeyances that we have strongly argued for.

The new private rented sector tenancy began to bed-in in 2018. We continued to help members understand the new legislation individually and at events such as Land Managers' Training Day and Housing Roadshow, and fed back their views to the Scottish Government and Ministers.

COMMUNITY ENGAGEMENT

We have been working with the Scottish Land Commission and other stakeholders to produce the Land Rights and Responsibilities Community Engagement Protocol, which sets out principles of best practice in engaging communities on decisions relating to land.

The first draft of the protocol was framed as a 'Code of Practice' and looked to set out measures for dealing with 'breaches' of the code. We put a lot of effort into changing the tone of the document, turning the protocol into a positive,



enabling resource for all.

AGRICULTURE

SLE's 2017 policy position paper 'New Direction for Scottish Land Management' continues to influence our position that future policy should focus on integrated land use, enhancing profitability and delivering in the public interest.

The main focus in 2018 at Westminster was the Agriculture Bill's second reading and committee stage. We provided a briefing for MPs and civil servants, which was cited several times during the debate. We supported the amendments on the red meat levy that were ultimately passed.

We fed into DEFRA's consultation on the future of the Agriculture and Horticulture Development Board.

At Holyrood we provided written and oral evidence to the Environment, Climate Change and Land Reform committee on biodiversity.

We provided evidence for the Scottish Government on the impact of potential LFASS payment reductions for use in applying for an EU derogation as they seek a workaround to the EU rules. We joined with other stakeholders in issuing an LFASS briefing to encourage cross-party support in

achieving this.

We further fed into the consultation on the Scottish Government's 'stability and simplicity' proposals for a rural funding transition period, and have helped to shape changes to the operation of current schemes.

BEAVERS

All Scottish Beaver Forum members acknowledge that beaver management in Scotland will need to remain an evolving process, with mitigation measures kept under review and adapted with experience.

Our contribution has included work on a practical and adaptable management framework which provides a range of options and tools for land managers, as well as guidance on when a licence may be required.

We have been firm in our position about achieving the safeguards required while working positively with the Forum. Our input has been

welcomed and appreciated by SNH, the Scottish Government and Ministers.

WORKING FOR WADERS

The Working for Waders initiative is coordinating and encouraging land managers and farmers to take positive steps towards improving waders numbers throughout Scotland.

We are members of the awareness-raising and collaboration action groups, attending regular meetings to decide the best means of promoting the initiative and encouraging land manager buy in. Through these meetings we continue to develop positive relationships with the various organisations and individuals involved, improving SLE's image as forward thinking and collaborative.

We will also act as a mediator between land owners and conservation organisations, helping landowners understand the need for improving land

for waders and ensuring conservation organisations understand the concerns of landowners.

LOWLAND DEER

SNH and the Scottish Parliament have identified concerns about the impact of deer in the lowlands and the effectiveness of current deer management. SNH asked us to join their panel looking at this issue, which includes a review of current practice. This work has been going on throughout 2018 and the panel has recently reported to SNH, which will then decide what action is required.

NON-DOMESTIC RATES

Following the Barclay Review of the non-domestic rates system in 2017 SLE has been feeding into actions from this via the Ratepayers Forum which is hosted by the Scottish Government and the Scottish Assessors Association.

We have continued to



lead the case for action on sporting rates and established a forum of agents and other organisations to coordinate advice and representation – an approach which has been commended by the Assessors and Scottish Government. We further highlighted the consequences of sporting rates on certain sectors such as commercial forestry which initiated the introduction of rates relief being introduced in certain circumstances under Unoccupied Property Relief.

Working with other organisations, we successfully halted a proposed out-of-town rates levy that would have harmed a wide range of urban and rural businesses.

TAXATION

We secured a new Structures and Buildings Allowance which goes some way to restoring former allowances that we wished to see reintroduced.

Working with other stakeholders, we highlighted the practical difficulties for our members in the introduction of Making Tax Digital, which has resulted in further scrutiny of the provisions in advance of their implementation from 1 April.

We established a better understanding amongst civil servants in areas such as land reform that reserved taxation issues need to be kept in mind when bringing forward legislation.

At a meeting with the Scottish Land Commission we put forward strong arguments that need to be considered with Land Value Taxation.

We provided views to the Office of Tax Simplification on making the case for continuing Agricultural and Business Property Relief in Inheritance Tax.

The Scottish Government accepted our case for the distinction between heritable



and moveable property in succession law to be maintained. The Scottish Government is now focusing on other areas of succession.

AGRICULTURAL HOLDINGS

We've worked with policy staff at the Scottish Government to increase understanding of some of the legislative complexities around residential properties within agricultural tenancies before they progress plans to apply the Repairing Standard to these properties.

We have had robust and productive talks with the Scottish Land Commission about the ending of fixed term tenancies, especially in light of some recent high-profile cases and the comments made about these. Related to that, we have negotiated with the Tenant Farming Commissioner on the Code of Practice on agreeing, managing and ending fixed term tenancies, ensuring that the code highlights a landlord's

legal right to terminate a fixed term tenancy at its expiry date.

We provided technical input to a new rent review methodology that takes account of the productive capacity of holdings.

WILDLIFE CRIME

We are closely involved at all levels with the work of PAWS – Partnership For Action Against Wildlife Crime Scotland. The initiative faced a hiatus in 2018 due to government staffing and other priorities but is now back on course.

We are represented on the Executive Group (chaired by the Cabinet Secretary), the Plenary Group and sub groups on Funding, Raptors, Media, Poaching and Coursing.

We put a proposal to the Raptor Group to review the protocols around lost satellite tags and how tag data is handled – a controversial and high-profile issue – which should be addressed in 2019.

MOORLAND MANAGEMENT

The main topic of last year was the review being conducted by the Scottish Government into driven grouse moors. A key part of this is a report from an independent group led by Professor Werritty which is due to report in 2019.

As part of this, we have been doing extensive work to lay foundations for a secure and sustainable future for grouse shooting that can enjoy broad support from the government and the wider public.

We gave evidence to the review panel on accreditation and licensing, and coordinated a response from members to a detailed questionnaire in September. This gave the panel a unique insight into how grouse moors operate, alongside a series of panel site visits which we participated in.

Alongside the Werritty panel, research studies have

been carried out by Scottish Rural College and James Hutton Institute, and we are on the steering group for this work, ensuring that good evidence and insight is made available to the government review.

Scotland's Moorland Forum, in which we are closely involved, produced three new codes of practice and guidance notes on moorland management, which are likely to be cornerstones of the Werritty panel's recommendations to government.

Through the Gift of Grouse campaign, we have ensured regular positive media stories and events to explain the public benefits of grouse moors, increased social media coverage and led opinion through a series of blogs.

Our close involvement in initiatives such as Heads Up for Harriers and the East Cairngorms Moorland Partnership have built important bridges with the conservation sector. We have consistently and strongly condemned illegal practices and are pleased to see a steep decline in bird of prey crimes.

The Scottish Moorland Group – allied with Scottish Land & Estates – continues to be well supported by a core group of grouse moor members, and works closely with other sector organisations. It also coordinates the work of seven regional moorland groups, so that all are working in the same direction and are adequately resourced.

MOUNTAIN BIKING TRAILS

Unauthorised trails is one of the biggest current issues in mountain biking. We highlighted this issue to the National Access Forum and consequently joined a new sub-group to look at how it can be tackled.

Through extensive consultation with landowners

and mountain bikers the sub-group developed new guidance that aims to provide a clear position on how trail building relates to the Scottish Outdoor Access Code, provides a framework to manage the trails and includes case studies and practical templates such as signage and risk assessments.

We were active contributors to this work throughout 2018 and the guidance was launched at the international mountain biking conference in November. It stresses the importance of dialogue between land managers and bikers in order to find solutions to problems on the ground and makes positive suggestions for the future.

RURAL CRIME

The Scottish Partnership Against Rural Crime (SPARC) is developing Scotland's first strategy for rural crime specifically. We are leading on one of the priorities: poaching and hare coursing. In 2018 we began work on an action plan to tackle crime in this area, supporting the overall strategy to be implemented from 2019.

FORESTRY

The focus of the year was on influencing the Forestry and Land Management (Scotland) Bill to encourage a more integrated approach and reduce the conflict between different types of land use. This was done through MSP briefings and meetings. We also contributed to Scotland's Forestry Strategy 2019-2029, again calling for an integrated approach which was reflected in the final document published.

We maintain an active presence with Forestry Industry Safety Accord (FISA), CONFOR, Customer Representatives Group and others, to ensure land owners



are represented.

CROFTING

We took part in the stakeholder group for the first phase of crofting legislation changes, ensuring that the landlord's position is protected as we work towards

a simpler system that supports crofting businesses and communities.

We hosted the Scottish Government's Bill team and the Crofting Commission in a visit to one of our members and their croft tenants at Lochcarron.



Wildlife Estates Scotland (WES) saw some significant changes during 2018. WES Project Officer Ross Macleod moved onto pastures new and our new Project Officer, Caroline Pringle, took up the reins. Although there was a short hiatus between Ross and Caroline, progress continued to be made, including the assessment and subsequent accreditation of Glenquich Estate.

Towards the end of the year, a new Advisory Board and a new Technical Committee were formed and progress was made on regenerating the scheme and commencing the re-accreditation process for the ten pilot estates. Once the first wave of updated data from the pilot estates have been collated, WES will be able to reinforce its credentials and fortify its evidence base, strengthening political and public engagement. With plans to revise the accreditation format, as well as prioritising publicity of the label, the next twelve months promise to be full of momentum as WES continues to evolve.

Staffing Matters



Top row: Eleanor Kay, Emma Steel, Clare Sturla, Fiona van Aardt.
Middle row: Rebekah Strong, Caroline Pringle, Scott Petrie, Marie Brown.
Bottom row: Tony Stevenson, Emma Dickinson, Megan Rowland

2018 was incredibly busy on the recruitment front, with a significant strengthening of the team to support members with the challenges and opportunities ahead.

You can read more about the team – old and new – on our website or in previous editions of LandBusiness. As well as professional experience and interests, the online profiles contain some personal insights too!

A priority for all staff is to spend more time on the ground, literally, getting to know more about the work of our members and meeting them face-to-face, whether on estates, at shows or during our own extensive events programme.

New Staff Policy

Eleanor Kay
Policy Adviser (Agriculture & Forestry)

Emma Steel
Policy Assistant

Rebekah Strong
Environment Assistant

Caroline Pringle
Project Officer Wildlife Estates Scotland

Regional support officers

Clare Sturla
South-east (and overall regional co-ordinator)

Fiona van Aardt
North-east

Scott Petrie
Central

Megan Rowland
Highland (job share)

Membership and business

Tony Stevenson
Head of Business

Marie Brown
Finance Assistant

Emma Dickinson
Digital Media Officer

Other roles

At the time of writing we are also awaiting the arrival of Jen Campbell to join Megan in Highland as Regional Support Officer and a new Head of Communications, which will largely complete our current phase of recruitment. In April we will also be joined by Marcelina Hamilton as Policy Adviser (Business and Property).

Internal Changes

Katy Dickson was promoted to Head of Policy

Donald Inch's title became Public Affairs Manager

Departures

During the year we said goodbye to: Andrew Midgley, our Policy and Research Manager; Anne Gray, Senior Policy Officer for Land Use and Environment; and Drew Macfarlane-Slack, who was our Highland regional manager. We thank them all for their efforts and commitment over the years. We also received support on our 2018 work from Forestry Consultant, Erika Luukas and extended our secondment arrangement for Agricultural Holdings support from Kate McLeish of Brodies LLP.

Membership Update

ONE of our main objectives in 2018 was to modernise our payment and online services, bringing them up to standard with the convenient options we are all used to in our day-to-day and business lives.

This work has straddled our existing member database, the new website and two new software applications for direct debit (GoCardless) and accounting (Xero).

Much of this has gone on behind the scenes during last year although members can expect to see the benefits from 2019 onwards.

The critical challenge is in integrating the different systems so that they work well together, eliminating unnecessary steps and improving the experience for staff and members.

Carrying out the preparatory work to link these systems also involved a major clean-up of the data in our membership records.

Having better quality data is a further help in

managing our finances, which themselves have been subject to a two-year programme to simplify and streamline processes. 2018 saw significant in-roads with debt and credit control.

The initial indications from this work are very positive. The new website has made enquiries from potential members much easier and we've had an increase in both interest and conversion rates.

Overall, the groundwork in 2018 will result in a more efficient organisation and will free up more staff time to directly support members, and support other key objectives such as financial performance, membership recruitment and commercial revenue.

The current membership remains stable with a churn rate of around 1.5%. The main reasons for resignations are retirement/bereavement and selling. This is being tackled by increased efforts to engage with the next generation

of owners, successors and trustees. Tailored events and communications are being planned for 2019 to better engage with this group.

Membership Benefits

The Ford Motor Co Affinity scheme which was introduced in late 2017 started to produce results during the year. Our membership saved nearly £30,000 in direct discounts over and above normal dealer reduction. As well as these savings for the membership the deal was restructured in the last quarter of 2018 which meant SLE retains 1% commission on any vehicle sold through the scheme.

The strategic partnership with Lycetts Insurance continued through 2018 with increased activity at events and shows throughout the year.

Further affinity schemes and member discount schemes are planned for 2019 across a range of products and services.

Around the Regions

2018 has seen a major step forward in reinvigorating our 'on-the-ground' presence across Scotland. As covered in our staffing section opposite, we're well on the way to having a full complement of Regional Support Officers (RSOs), who are already playing a vital role in facilitating and coordinating activity that benefits our members.

Their work, however, also relies on having strong local leadership from members. In 2018 we appointed three new regional chairs: Trevor Jackson for the South East, Simon Craufurd for the South West and Hughie Campbell Adamson for Central.

The final piece of the jigsaw has been preparing meaningful workplans that reflect the unique needs and interests of each region, and which identify the outcomes members wish to see.

The regional programmes have a high level of autonomy from head office, with local committees making their own decisions – supported by staff in Musselburgh of course – and all working together towards shared goals for the benefit of rural Scotland.

One priority for all regions will be events, which were highlighted in the 2017 members survey as being very valuable, whether Walk and Talks, estate visits or workshops on a specific topic. Our plans for 2019 will build on the programme delivered in 2018 as summarised in the events section of this review.

One of the highlights was the series of regional autumn receptions, which saw a great turnout and engagement from members, with many lively discussions.



Events and Communications



Thanks go to our generous sponsors for their kind support throughout the year: Barclays, Brodies, Chiene + Tait, Galbraith, Gillespie Macandrew, The MacRobert Trust, Saffery Champness, Savills, Shepherd & Wedderburn, Strutt & Parker and Turcan Connell.

JANUARY

The annual events programme got underway with a housing update at SLE headquarters for south-east members.

FEBRUARY

Gift of Grouse held a Parliamentary Reception at Holyrood hosted by Kate Forbes, MSP for Skye, Lochaber and Badenoch, and attended by 12 MSPs. Brian Grigor, head chef of Number One at The Balmoral Hotel, Edinburgh who spoke about his

background in a keeping family in the Lammermuirs and his love of game cookery.

Members from all over visited the £10 million anaerobic digestion plant at Charlesfield St Boswells, winner of the Iver Salvesen Green Business Award at the Helping It Happen Awards ceremony in 2017.

Members enjoyed an interesting and informative visit to Craigengillan Estate where they were shown the restoration work and heard from estate owner Mark

Gibson on the challenges he had faced producing a model of environmental excellence.

MARCH

Members turned out in force to visit Luss Estates, joint winner of the Helping It Happen Rural Business Award in 2017.

A member event focussing on the Electronics Communications Code was held at the Huntingtower Hotel, Perth.

Members enjoyed a highly informative and enjoyable visit to the MacRobert Trust's

Douneside House, which was highly commended in the Helping It Happen Tourism Award category in 2017.

MAY

Our AGM featured Edward Mountain MSP who gave the pre-lunch address.

Members visited the spectacular Gordon Castle Estate to learn about the estate's diversification into producing lifestyle products, luxury beauty and premium gin.

Our flagship event, the Spring Conference, sold out again. Covering 'Brexit and beyond: the future for Scottish rural businesses', the event was addressed by Fergus Ewing MSP, Cabinet Secretary for Rural Economy and Connectivity and Lord Duncan of Springbank, Parliamentary Under Secretary



of State in the Scotland Office.

JUNE

Our Chairman David Johnstone hosted a Lowland Deer Seminar at Raehills Estate.

Show season began with the Royal Highland Show. As usual our members' reception was a busy and lively event. Friday was a productive day with stakeholder events and visits from various members and politicians. We were joined on Saturday by Saving Scotland's Red Squirrels, Mortonhall Estate, Imbewu Scotland and Caddon Design. Countryside Learning Scotland provided fun and educational activities for children which proved to be very popular on the Sunday.

The GWCT Game Fair was another busy show. Sorn Estate was presented with its Wildlife Estates Scotland advanced Level 2 Accreditation by Francesca Osowska, CEO

of SNH. We were joined on our stand by Scottish Wildcat Action, Lycetts and members from the Speyside and Lammermuir Moorland Groups.

JULY

Show season continued with the Border Union Show in Kelso. During the members' reception another Wildlife Estates Scotland advanced Level 2 Accreditation was presented to The Duke of Roxburghe and Roxburghe Estates factor Roddy Jackson by SLE Chairman David Johnstone.

AUGUST

The Highland Field Sports Fair at Moy near Inverness was again a tremendous success. Fergus Ewing MSP, Cabinet Secretary for the Rural Economy, presented the Highland Chairman's Helping It Happen Award to Niall MacAllister Hall, owner of



Torrisdale Castle, for the new Beinn and Tuirc Botanical Gin project. We were joined on the stand by the Scottish Wildcat Action Group, the Association of Deer Management Groups and Lycetts.

It was also a busy weekend at Turriff Show, where we enjoyed more glorious weather. Our members' reception saw Alastair Macphie of Glenbervie Estate presented with Wildlife Estates Scotland Level 2 Accreditation by North East Chairman David Fyffe.

A series of housing roadshows took place throughout August in Perth, Edinburgh, Aberdeen and Inverness, giving members an overview of the major developments in housing regulations.

OCTOBER

More than 200 business owners and industry leaders from across the rural sector came together at the Balmoral Hotel in Edinburgh for an inspiring evening celebrating rural success at the second annual Helping It Happen Awards dinner.

Another sold out Land Managers' Training Day was held at Perth Racecourse covering a wide range of essential knowledge during presentations and workshops.

NOVEMBER

We held a Succession Dinner in Edinburgh where experts from Savills, Chiene + Tait and Farrer & Co outlined the options and opportunities to be considered when transferring or taking over a family business, farm or estate.

There was a series of well attended regional receptions across Scotland at Leys Estate in Aberdeenshire, Innes House in Elgin, Gosford House in Longniddry, The

Laird's Table at Craufurdland Estate and at Scone Palace near Perth. These provided members with a detailed update on the work of SLE nationally and regionally.

Members and guests enjoyed a highly informative Walk & Talk event to Dunglass Estate with a great opportunity to see how a modern estate is embracing change.

Our annual taxation event took place at Perth Racecourse. Speakers covered a range of issues from inheritance tax and succession planning to allowances and pensions.



DECEMBER

We hosted a successful evening reception and briefing for southern-based members at the Caledonian Club in London. Guest speaker was Viscount Younger of Leckie and members received an organisational and political update from our Chairman and Executive Director as well as industry insights from sponsors.

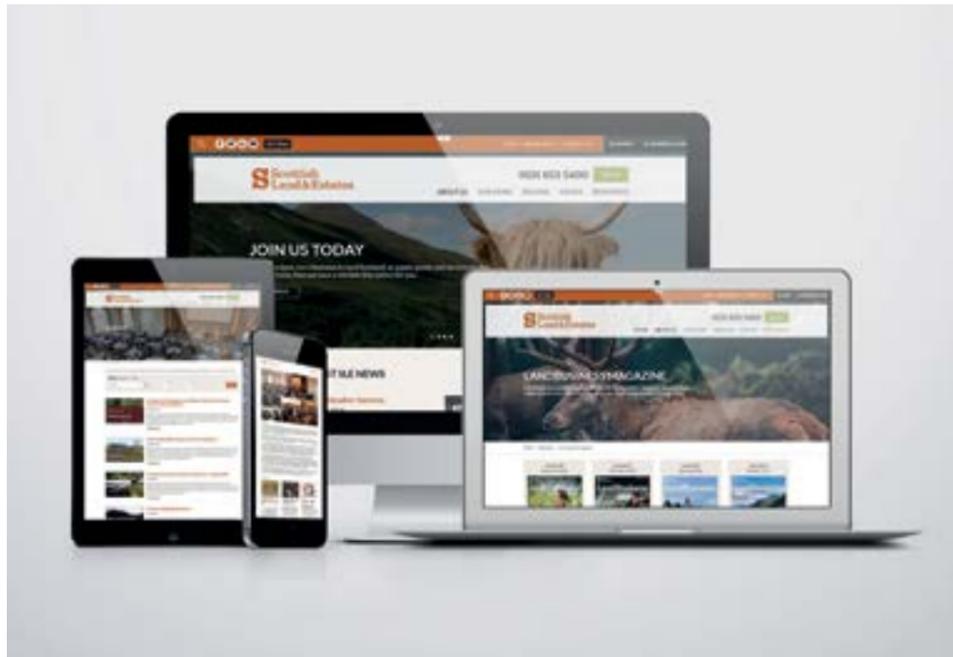
2018 was a busy year events wise but 2019 will be even busier. Please remember to checkout our events section on our new website for forthcoming events. You can now book your place via the website for all SLE events.

Events and Communications *continued*

In Spring 2018 we launched an online interactive version of LandBusiness. This was to enable us to reach a wider audience including those who live, work and 'play' in rural Scotland as well as for members to share the magazine or specific articles with others in their organisation or wider with local politicians and influencers

In December 2018 we launched our new, redeveloped website, offering our members a one-stop-shop for finding all about the activity of SLE, staying up to date on current affairs, and accessing our suite of information sheets and advice. Our new website enhances the service we offer to members, supporting their business needs whilst also remaining open and transparent about who SLE is, who we represent and what we stand for.

Through our new website we now offer members the opportunity to book all events online, as well as being able to cancel and amend these bookings at their leisure. Our library of information sheets, consultation responses, Land Business magazine and Rural Business Directory are also now available online, having previously only being made available via a request to HQ. Our new website will continue to evolve and adapt, ensuring we meet the needs of both our members and the wider public. We encourage members to visit the site and learn more about what it can offer.



Helping It Happen Awards

OUR second Helping It Happen awards took place in 2018, going from strength to strength after the success of the first year. The award scheme is hugely important for us in showcasing the best of rural Scotland's land-based businesses and highlighting the many economic, social and environmental benefits they provide.

We were delighted to receive 95 entries, ranging from innovative farming practices to high-quality housing to bird of prey conservation. The breadth and depth of talent in our sector is inspiring and well worth celebrating, as we did at the awards presentation in October.

Nothing is more compelling about the contribution made by good land management than the real experiences of the innovators, entrepreneurs



and business managers who are leading the way. You can read more about their stories on the Helping it Happen section of our website and in LandBusiness.

We also strongly encourage all individuals and organisations to consider entering. Even if you don't take home an award, the process gives opportunities

for reflecting on your own achievements, learning from others and meeting like-minded people to share ideas with.

Public Affairs

THROUGHOUT 2018 we continued to proactively engage with MSPs, MPs and stakeholders from across the political spectrum working to strengthen existing relationships and forge new ones.

With the significant changes posed by Brexit, we increased our engagement with MPs at Westminster to ensure our members views are considered and represented as the UK Parliament shapes Brexit legislation. This included meetings with Michael Gove and George Eustice, Lord Duncan and other members of the House of Lords.

We worked with colleagues in the CLA to host a joint event at Westminster celebrating

rural business, allowing us to enhance our links with Scottish MPs.

The connections made at Westminster allowed us to facilitate several meetings between MPs and estates or groups of members in their constituencies, improving local relationships between parliamentarians and land managers.

Ahead of the Second Reading of the Agriculture Bill in Westminster we briefed MPs from each of the four parties represented in Scotland, ensuring our members views continue to influence this key debate.

Closer to home, we continued to present a strong case for a supportive policy

environment at Holyrood. Over the course of 2018, we gave evidence at five committee meetings in the Scottish Parliament covering topics such as agriculture, land ownership, climate change, biodiversity and Brexit, and responded to 30 public consultations ranging from fuel poverty to beavers to agricultural support. We maintained our strong presence at key stakeholder

groups as well as regularly meeting special advisers, senior civil servants and other key influencers and decision makers.

We continued to build strong relationships across Scotland's political parties, meeting with 28 different MSPs, including four Cabinet Secretaries and five Ministers in the Scottish Government, meeting with some of the 28 on numerous occasions!



Financial Results



Dee Ward
Vice Chairman Operations

During 2018 we continued implementing the organisational review and bedded in our improved financial management processes, reviewed and renegotiated our fixed costs, and invested in equipment, premises and IT to improve our efficiency and effectiveness. Our new structure has allowed us to both increase our staff resource and return to a more stable financial position. Although there was a small increase in overall income from 2017, there were significant reductions in expenditure and bad debts. We have achieved a surplus of £131,904 for 2018, compared to a deficit of £79,177 in 2017. Costs for 2019 have increased against 2018 as we have filled a number of vacant staff posts. This means that although a surplus is forecast for 2019 it will be substantially lower than 2018.

The Board recently approved a 5-year financial plan to grow the business

steadily through increased membership and other income such as sponsorship and event delegate fees. The Board also agreed financial operating principles which aim to achieve an annual surplus equal to a minimum of 5% of our revenue and have a reserve of 3 months operating costs.

The value of our investment account fell during 2018 due to poorer performance of the fund. However, as part of the 5-year financial plan we will be looking to build up this fund over the coming years.

Company Directors

During 2018, Edward Baxter and Sarah Troughton stood down from the Board, and we thank them both for their significant contribution over the last few years. New Board members appointed at the 2018 AGM were Dee Ward, Sandy Lewis and Hamish Grossart. During 2018 directors co-opted Evelyn Channing and Mark Tennant onto the Board, with

Mark taking on the role of Vice Chair Policy. Mark and Evelyn will stand for formal appointment as directors at the 2019 AGM.

The directors shown below have held office during the whole of the period from 1 January 2018 to the date of this report.

D M S Fyffe
J B Goffin
Lord D P W H Johnstone
S-J Laing
H A Campbell Adamson

Other changes in directors holding office are as follows:

E T Baxter
resigned 23 November 2018
S H Troughton
resigned 15 May 2018
D E Ward
appointed 1 May 2018
A S Lewis
appointed 1 May 2018
H M Grossart
appointed 15 May 2018

Income Statement for the Year Ended 31 December 2018

	31/12/18		31/12/17	
	£	£	£	£
Revenue		1,492,205		1,446,674
Administrative expenses		1,412,736		1,604,350
		79,469		(157,676)
Other operating income		49,921		75,322
Operating Surplus/(Deficit)		129,390		(82,354)
Income from fixed asset investments	2,900		2,952	
Interest receivable and similar income	101		225	
		3,001		3,177
		132,391		(79,177)
Interest payable and similar expenses		487		–
Surplus/(Deficit) Before Taxation		131,904		(79,177)
Tax on surplus/(deficit)		867		1,780
Surplus/(Deficit) For The Financial Year		131,037		(80,957)

Statement of Financial Position 31 December 2018

	31/12/18		31/12/17	
	£	£	£	£
Fixed Assets				
Intangible assets		8,664		–
Property, plant and equipment		63,537		28,820
Investments		102,636		118,693
		174,837		147,513
Current Assets				
Debtors	148,866		125,559	
Cash at bank and in hand	138,198		88,878	
	287,064		214,437	
Creditors				
Amounts falling due within one year	185,209		228,454	
Net Current Assets/(Liabilities)		101,855		(14,017)
Total Assets Less Current Liabilities		276,692		133,496
Creditors				
Amounts falling due after more than one year		(14,792)		–
Provisions For Liabilities		(3,078)		(5,711)
Net Assets		258,822		127,785
Reserves				
Appeal Fund		102,636		118,695
Wildlife Estates Scotland Fund		1,200		8,418
Income and expenditure account		154,986		672
Members' Funds		258,822		127,785

We have achieved a surplus of £131,904 for 2018, compared to a deficit of £79,177 in 2017.

Contact

Stuart House
Eskmills Business Park
Musselburgh EH21 7PB

0131 653 5400
info@scottishlandandestates.co.uk
scottishlandandestates.co.uk

Chairman

David Johnstone

Vice-Chairman Operations

Dee Ward

Vice-Chairman Policy

Mark Tennant

Board

David Fyffe, John Goffin, Hamish Grossart, Sandy Lewis,
Hughie Campbell Adamson, Evelyn Channing

Executive Director

Sarah-Jane Laing
sarahjane.laing@scottishlandandestates.co.uk

Head of Business

Tony Stevenson
tony.stevenson@scottishlandandestates.co.uk

Head of Policy

Katy Dickson
katy.dickson@scottishlandandestates.co.uk

Scottish Moorland Group Director

Tim Baynes
tim.baynes@scottishlandandestates.co.uk

Legal Adviser

Jason Rust
jason.rust@scottishlandandestates.co.uk

Policy Adviser – Access, Conservation & Wildlife Management

Karen Ramoo
karen.ramoo@scottishlandandestates.co.uk

Policy Adviser – Agriculture

Eleanor Kay
eleanor.kay@scottishlandandestates.co.uk

Policy Adviser – Rural Communities

Gavin Mowat
gavin.mowat@scottishlandandestates.co.uk

Environment Assistant

Rebekah Strong
rebekah.strong@scottishlandandestates.co.uk

Policy Assistant

Emma Steel
emma.steel@scottishlandandestates.co.uk

Public Affairs Manager

Donald Inch
donald.inch@scottishlandandestates.co.uk

Events & Publications Co-ordinator

Jane Laing
jane.laing@scottishlandandestates.co.uk

Digital Media Officer

Emma Dickinson
emma.dickinson@scottishlandandestates.co.uk

South-East Regional Support Officer/Regional Co-ordinator

Clare Sturla
clare.sturla@scottishlandandestates.co.uk

Central Regional Support Officer

Scott Petrie
scott.petrie@scottishlandandestates.co.uk

North-East Regional Support Officer

Fiona van Aardt
fiona.vanaardt@scottishlandandestates.co.uk

Highlands and Islands Regional Support Officer

Megan Rowland
megan.rowland@scottishlandandestates.co.uk

Wildlife Estates Officer

Caroline Pringle
caroline.pringle@scottishlandandestates.co.uk

Scottish Land & Estates Limited
Registered in Scotland No. SC257726
Registered office as above.

Our vision is to have the true contribution of rural land-based businesses recognised and valued both publicly and politically. We do this by championing and supporting rural businesses that provide economic, social and environmental benefit to the countryside.



Scottishlandandestates.co.uk

TWITTER
[@ScotLandEstates](https://twitter.com/ScotLandEstates)

FACEBOOK
facebook.com/ScottishLandandEstates