



The National Trust for Scotland

Paper to be discussed at the meeting of the
Senior Management Team on Monday 4 July
2005

PROPERTY STATEMENTS FOR GLENCOE & DALNESS

1. The Property Statements for Glencoe have been produced following full consultation with staff as well as consultation with a wide range of stakeholders. An exhibition was held at the Glencoe Visitor Centre during October 2004. It was open to anyone who wished to visit and welcomed input on the significant features and issues in Glencoe. In addition, a number of closed sessions were held for those with a particular interest in the Glen such as local communities, recreationalists and landowners. In 2004/5 the Statement of Significance and Vision Statement, which were originally produced and approved by Management Board in 2001 were reviewed and updated and a new Statement of Intent was produced. The Statements comprise:
 - Statement of Significance.
 - Vision Statement.
 - Financial Health Statement.
 - Statement of Intent.
2. It was understood by SMT at the start of the process that these statements would not provide a full picture of each property and that they would have to be written from the basis of current knowledge and understanding. They are all therefore subject to change although it is expected that the Vision Statements will be reasonably robust and that properties have not been significantly misunderstood. SMT is therefore asked to approve the first three statements for each property, subject to any changes that may be deemed necessary. SMT is also asked to agree in principle to the Statement of Intent subject to proper financial and project appraisals.

Recommendation

3. It is recommended that SMT **approves** the Statement of Significance, Vision Statement and Financial Statement attached. The SMT is also recommended to **approve in principle** the Statement of Intent for Glencoe.

Alex C Lindsay


Director Highlands and Islands
15 June 2005.

Preface

A note on Property Statements

The suite of documents that makes up the Property Statements provides a summary of the guidelines for the management of each Trust property. They are prepared collaboratively by a team of staff from Head Office, Regional offices and properties, and reflect all aspects of the Trust's conservation and operational interests. They consist of:

<i>Property Introduction:</i>	A thumb-nail description of the property giving basic details of size, location, component parts and acquisition details.
<i>Financial Summary:</i>	Summary of operational income and costs. Fuller financial information can be found at Appendix 1.
<i>Statement of Significance:</i>	An evaluation of the significance or value of the property, both in terms of its heritage values (e.g. natural, cultural heritage or landscape value) and in terms of the visitor experience and the social and economic context.
<i>Vision Statement:</i>	Sets out the long-term vision the Trust has for the property and how it will manage the place for conservation and access to fulfil the Trust's founding purposes.
<i>Statement of Intent:</i>	While the Vision sets out the Trust's long-term goals for the property, the Intent sets out the steps towards those goals which can be achieved over a 3 year period, bearing in mind available resources and other constraints. In this document, identification and articulation of the desired outcomes and the underlying rationale (saying where you want to get to over 3 years and why) is perhaps more important than defining very precise Actions. Criteria for prioritisation of the Actions is set out on the final page of the document.
<i>Appendix 1:</i>	Financial Statement: a full Statement of operating and capital financial health of the property, showing trends over past years and projection of financial impact of proposed developments.
<i>Maps:</i>	GIS map showing NTS ownership or management property boundary GIS maps showing designations

 The National Trust for Scotland PROPERTY STATEMENTS FOR GLENCOE & DALNESS SUMMARY TABLE	
NTS REGION HIGHLANDS & ISLANDS	TOTAL AREA (HA) 5680.323
GRID REFERENCE NN128565 (Visitor Centre)	DATE(S) ACQUIRED 1936 Signal Rock Strone Clachaig & Achtriochtan 1937 Dalness 1973 Achnacon 1980 Strips at Torren 1993 An Torr 1995 Campsite
LOCAL AUTHORITY HIGHLAND	INALIENABLE? 5642.992 (Excluding Inverigan Campsite & An Torr Woodland)
PROPERTY MANAGER FIONA CHALMERS	DESIGNATIONS C(S) LISTED Achnacon House and Former Barn, The Leishman Centre GEOLOGICAL CONSERVATION REVIEW SITES (8) NATIONAL SCENIC AREA Ben Nevis and Glencoe SPECIAL AREA OF CONSERVATION SITES OF SPECIAL SCIENTIFIC INTEREST Glencoe Eas na Broige
ADDRESS NTS VISITOR CENTRE GLENCOE ARGYLL PH49 4LA	PLAN PREPARED BY JUDITH ANDERSON PAULA FRASER NICHOLAS MENY
TELEPHONE NUMBER (01855) 811307	DATE APPROVED
START DATE AUGUST 2005	END DATE AUGUST 2010



The National Trust
for Scotland

PROPERTY STATEMENTS (2005-2010)

Presented to Senior Management Team

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Figure 4 Map showing Sites of Special Scientific Interest

Figure 5 Map showing Special Area of Conservation

Appendix 1 Financial Health Statement

1. INTRODUCTION

Glencoe is situated south of Fort William in Lochaber. The property is made up of two main areas, Glencoe and Dalness (which includes Glen Etive), and covers 5680 hectares. The property was acquired in several stages, starting with Clachaig, Achtriochtan and Strone in 1936 then part of the Dalness estate in 1937, which included the whole of the south side of Glencoe east to Buachaille Etive Mor. Achnacon and Meall Mor followed in 1973, An Torr in 1993, and finally the former Forestry Commission Scotland campsite at Inverigan in 1995. The 1936 and 1937 acquisitions were primarily as a result of financial support from the Scottish Mountaineering Club, and in particular from an anonymous donor, later revealed to be its president, Percy Unna. Unna's wishes for future management of the property have become known as the Unna Principles, providing guidance for the National Trust for Scotland (the Trust) in the management of this and the other mountainous properties in its care, now enshrined in the Trust's Wild Land Policy. This property is a major tourist attraction, offering spectacular scenery, excellent mountaineering and is renowned as the site of the Massacre of the MacDonalds of Glencoe by government troops in 1692.

Glencoe is covered by a range of designations that reflect the national and international importance of this property. The property falls within the Ben Nevis and Glencoe National Scenic Area (NSA), which reflects the landscape value of the property. It also contains the Glencoe Site of Special Scientific Interest (SSSI) and the Eas na Broige SSSI. The Glencoe Special Area of Conservation (SAC) also covers the property, as do eight Geological Conservation Review (GCR) sites. Finally, the property contains a C(s) listed building.

The property currently runs at a significant surplus and has a very small endowment. 5643 hectares of the property have been declared inalienable.

2. FINANCIAL SUMMARY

Period to 28 Feb	2000	2001	2002	2003	2004	2005 BUDGET
Operating Positions (excl Mgt Chgs & Budget Adjts)	£	£	£	£	£	£
Property & Non Trading Activities	-31,197	-90,169	-47,085	-10,787	1,388	31,394
Retail	61,490	68,725	102,083	94,801	99,564	117,479
Catering	15,225	21,789	16,288	27,316	58,537	52,334
Holiday Cottages	0	0	0	0	0	7,820
Plant Sales	0	0	0	0	1,715	2,968
Functions	0	0	0	0	0	0
Other Trading Activities	0	0	-134	0	0	0
Total	37,517	345	71,152	111,331	161,204	211,994
Surplus/(Deficit) Position	£	£	£	£	£	£
Property & Non Trading Activities	-153,072	-155,760	-113,498	-91,254	-98,609	-62,133
Retail	33,348	68,725	102,083	94,801	99,564	117,479
Catering	11,305	21,789	16,288	27,316	58,537	52,334
Holiday Cottages	0	0	0	0	0	7,820
Plant Sales	0	0	0	0	1,715	2,968
Functions	0	0	0	0	0	0
Other Trading Activities	0	0	-134	0	0	0
Total	-108,420	-65,245	4,739	30,864	61,207	118,468
Statistics – Visitor Numbers						
Paying	99,349	91,740	98,004	19,868	22,954	22,487
Other	27,419	36,308	24,635	39,553	37,345	34,321
Total	126,768	128,048	122,639	59,421	60,299	56,808
Statistics – Membership Recruitment						
No. of Members Recruited	0	248	572	2,248	2,358	2,500
Endowment & Reserves Funding						
Original Value	£6,548					
2004 Current Value	£6,548					
Required Value based on 2004 results	£2,766,000					
Gap/Shortfall based on 2004 results	£2,766,000					
Capital Expenditure						
Over the 5 year Period 2000 to 2004	£3,304,764					
3 Year Forecast of Future Capital Projects	£58,000					

3. STATEMENT OF SIGNIFICANCE

The significance of Glencoe lies predominantly in its dramatic mountainous landscape and its associations with the infamous massacre; the wildness and atmosphere of the place evoking memories of one of the most notorious episodes in Scottish history. Its natural heritage is of European significance and there is an international awareness of the cultural heritage and history of the property, most notably the Glencoe massacre of 1692. The property encompasses some of the most spectacular and accessible mountain scenery in Scotland and as a result is one of the most popular locations for walking and mountaineering in the country. It is also a 'must see' on the tourist trail to the Highlands, with the A82 trunk road providing a gateway to the western Highlands and Islands for millions each year. Through its contribution to tourism and the local economy, the Trust property at Glencoe is of economic significance both nationally and regionally and it provides employment opportunities for local people.

Summary

Glencoe is of outstanding heritage importance to the Trust and to the people of Scotland. It holds a place in the heart of the nation and it is its quality across both cultural and natural heritage interests, which makes it so special. It is a symbol of the Highlands throughout the world and is probably one of the most famous properties in the Trust's possession. To the Trust and to the mountaineering community, Glencoe is of great importance for its connection with Percy Unna and as an example of the practical application of the Unna Principles to wild land management.

The Ramsay Committee in 1947 suggested that Glencoe, together with Ben Nevis, was one of the five areas of Scotland worthy of National Park designation and, indeed, the area was designated as a National Park Direction Area until 1980 when the National Scenic Area designation was introduced. Glencoe was also included in the Mountain Areas of Scotland Report by the Countryside Commission for Scotland in 1990, which concluded that the Glencoe/Ben Nevis area should be designated as a National Park.

Glencoe is nationally significant for its geology and the Glencoe Site of Special Scientific Interest (SSSI) has been notified for both its biological and geological interest. It includes eight separate Geological Conservation Review (GCR) Sites important for both geological and geomorphological features. The process of cauldron subsidence was first identified and described at Glencoe.

Natural Heritage

The varied geology and wide altitudinal range and climate of the property result in the presence of a wide variety of plant communities and habitats. Thirteen of these habitats, including species-rich grasslands, montane heaths, screes, bogs and flushes, are of international importance in a European context and have resulted in the property being designated as a Special Area of Conservation (SAC).

Additionally, Glencoe is one of the best sites in Scotland for high-altitude arctic-alpine flora, including three Red Data Book species and eighteen species defined as Nationally Scarce. The birchwoods that clothe the steep slopes below the Three Sisters are the richest in Scotland for rare mosses and liverworts, and Meall Mor, with its outcropping limestone, has a particularly rich flora.

Glencoe is embedded in the psyche of the nation as the place of the infamous massacre of 1692. This massacre of around 38 MacDonalads of Glencoe by government troops, (including approximately a dozen members of the Campbell clan), is a notorious event in Scottish history. On that basis the spiritual resonance of the property is perceived by many to be nationally important.

Cultural Heritage

The other features of the cultural landscape - the archaeology and buildings - are not themselves outstanding in a national context but add to the interest of the property by providing a potential physical link to the massacre and contributing to the Trust's understanding of how land use and habitation have changed through time. The earliest settlements at Strone and Achtriochtan remain unaltered by recent constructs and may hold important clues as to the nature of the landscape before and after The Massacre. A number of other sites within the property contain evidence of past land use and glimpses into the impact of social upheavals, including shieling and woodland management sites, parts of the royal 'Deer Forest', and areas of former agricultural land.

In addition to the archaeology there are several groups of houses and farm buildings on the property, all within the main Glen. Together, these buildings nestling on the floor of Glencoe are a key component of the landscape, giving scale to the high mountains that tower above them.

The landscape of Glencoe is without question of international significance for its scale, its dramatic, awe-inspiring grandeur and the contrast between vertical and horizontal dimensions provided by the high mountains, sharp ridges, and deep, flat-floored, glens. Arrival in Glencoe from the south also provides the most dramatic of contrasts between the bleak, open and flat landscape of Rannoch Moor and the towering heights of the Glencoe mountains. It is a landscape that seldom fails to raise emotion of some kind in those who visit. This landscape and the internationally significant qualities it offers, continues to be managed in line with the Unna Principles as part of the Trust's Wild Land Policy.

Landscape

Most people experience the landscape of Glencoe from the A82 trunk road with the arrival at Glencoe representing a highlight on one of the most dramatic routes in Britain. It is the existence of this road that makes the landscape of the property accessible for around 2.5 million people passing through annually. The location on a main tourist route, its beauty, history and atmosphere all contribute to the fame of this landscape and its high profile in the psyche of the nation. The landscape of Glencoe has become a familiar image, recognised nationally and internationally, used frequently as an advertising

symbol for the Highlands, and Scotland in general. It has inspired literary works through the ages. The quality of the mountains makes the landscape of prime importance to mountaineers throughout the year.

Glencoe is internationally significant as a visitor destination. To the tourist, sightseer or recreation seeker, the experience of Glencoe is dominated by the qualities of the landscape and the scenic beauty of the area. It is one of the highlights on any tour of the Highlands and is a popular stopping point for visitors to the area, many of whom pause only briefly in a lay-by to take photographs or enjoy the scenery. Upwards of 150,000 per year stay to explore the mountains which tower above the Visitor Centre and the A82 while approximately 180,000 people call at the award-winning Visitor Centre each year to learn more about the Glen, its history and the work of the Trust. This unique building, based on the design of a traditional highland clachan, embodies the latest thinking in conservation and environmental design. The Trust offers a range of services and facilities at Glencoe including Ranger led guided walks; children's activities; Ranger advice; an education programme; footpaths; trails and car parks, which all add to the overall experience offered.

Visitors

For those who only visit briefly it is the dramatic landscape and history of Glencoe that draws them and dominates their experiences. For those visiting its mountains it is the experience of solitude, recreation, adventure and the physical challenge which enhances the national importance of the property for mountaineering (in its various guises such as rock-climbing, ice climbing and hillwalking). The property is very significant to climbers for its place in the history of British Mountaineering, reflected by the assistance of the Scottish Mountaineering Club in the original acquisition of the core of the property. It was the location of many of the most celebrated early pioneering climbs in Scotland. Alongside the range of mountaineering activities offered, the property also offers a range of recreational opportunities. Indeed it is the large number of pursuits that can be undertaken in the wider area that has led to this part of Scotland adopting the title 'Lochaber – Outdoor Capital of the UK' as a marketing brand.

Glencoe is of vital significance to the local economy, both drawing visitors into the area and providing a popular stop on a tour of the Highlands. The A82 is one of the most spectacular, dramatic and important scenic and recreational corridors in Scotland and plays a massive role in pulling visitors into this area and beyond. It is the gateway not only to Glencoe and Lochaber but also the Fort William area and the Western Isles beyond. The visitors to the area result in income for local businesses, particularly in the summer months, although the attraction of Glencoe to mountaineers is year-round. The Trust offers local employment opportunities particularly in the tourist season, as well as attracting a range of volunteers – many of whom invest significant periods of time at the property. The Trust endeavours to be a contributing part of the local community, encouraging the development of sustainable tourism in conjunction

Social and Economic

with local businesses.

There are many thousands of people who have a strong link to Glencoe. They include those whose own past is directly or indirectly linked to the Glen, those who live in Glencoe and feel themselves part of it and those whose livelihoods are in part supported by the Glen and its visitors.

Glencoe is an iconic property, one that the Trust is proud to manage on behalf of Scotland. It represents a challenge in all aspects of management but does provide the Trust with a showcase to demonstrate best practice. The Trust strives to implement best environmental practice as demonstrated by the award-winning Glencoe Visitor Centre, which plays a role in making Glencoe one of the most visited countryside properties in Trust care. Other examples of best practice are the development of the 'Management for People' visitor management system and the work undertaken through Scotland's Mountain Heritage, funded by the Heritage Lottery Fund and Scottish Natural Heritage. This project focuses on low intensity, low impact footpath work that is sustainable and enables the development of new skills.

4. VISION STATEMENT

Glencoe: A name associated with the best of Scotland's landscapes that inspires awe and conjures up images of a mountain country, but also one made infamous because of a moment of treachery that dominates its history.

This combination of contrasting themes reinforces an impression of untamed wildness and grandeur that is the essence of much that is important about Glencoe. Although it is bisected by a major road and has been a place of work and recreation for generations, it has not been subdued. The vision for its future is that this should continue and that all its many visitors and admirers should be able to experience Glencoe as a truly dramatic and remarkable place. To travel to Glencoe from the south, the traveller must pass from the open landscapes of Rannoch, be squeezed through the gorge and pass ultimately into the open vista of the Glen.

At first it seems overwhelmingly empty, a place of bare rocks and grassy slopes. However, the detail reveals a diversity of life, including remnant ancient woodlands on the slopes and the remains of human activity. The scale of the landscape obscures such detail as it also dwarfs the A82 trunk road. Two and a half million people pass here each year and seemingly make no impression on the essential character of the place, its qualities are so overwhelming. Many do stop for inspiration, for joy or for a challenge; most experience Glencoe from below, but thousands of others seek the high tops. The large number of visitors presents management challenges including car parking, litter, path erosion and roadside camping. The need to provide safe stopping places and adequate visitor facilities is inescapable and is indeed a major part of the Trust's vision towards working with and engaging with other stakeholders in managing the property.

Management of all Trust properties is based on the Trust's Conservation Principles and Access, Enjoyment and Education Principles. Management of Glencoe will also be based on the following Guiding Principles:

GUIDING PRINCIPLES

- 1. All management will ensure that the scale and *spirit of the place* remains intact.**
- 2. The Trust must balance the issues of conservation management and visitor enjoyment in order to conserve the significant features of the property.**
- 3. The Trust will work with the local community to encourage the development of sustainable tourism.**
- 4. Management activity must seek to give direction to gradual change, supporting natural processes, allowing nature to remain in charge of the wild places, with a sensitive human touch in the farmed landscape.**

The wild mountain core will continue to be managed along the Unna Principles and the Trust's Wild Land Policy, with natural processes determining the direction of ecological change as well as visitor management.

- 5. Woodland and scrub regeneration will be encouraged by the control of grazing although elsewhere, in areas less suitable for tree regeneration, an open moorland landscape will predominate. The farmed landscape of the lower glen will be maintained by livestock grazing, as will the flower-rich grasslands of the limestone of Meall Mor.**

- 6. The Trust will continue to manage the sites of cultural significance on the property to ensure their long-term conservation and will continue to develop interpretation and encourage and support research of both natural and cultural features in the context of the whole property.**
- 7. A visit should leave a lasting and positive feeling not only for the natural beauty of the place, but also for the Trust's standards of care in its management whilst providing those who pass through with a chance to admire, respect and enjoy the scale and spirit of the place in a safe manner.**
- 8. The Trust recognises that Glencoe is part of an outstanding journey and will work in partnership to develop a co-ordinated approach to develop a quality visitor experience.**
- 9. There will be continuing commitment to showcase best practice in conservation and visitor management.**
- 10. The Trust will involve as many stakeholders as appropriate to ensure long-term conservation and management of the property.**
- 11. The Trust aspires, through sufficient investment, to achieve national and international recognition for the quality of its management including provision of education, interpretation and facilities that measure up to the intrinsic quality of the property in its role as a showcase for Scotland.**
- 12. Appropriate opportunities will be grasped to raise awareness of the Trust as a conservation organisation by promoting its stewardship of one of Scotland's most iconic and most visited landscapes.**

5. STATEMENT OF INTENT

NOTE: This Statement sets out the steps the Trust can take over the next five years towards its Vision for the property subject to resource availability. It is, therefore, a partial statement and does not address all aspects of the Vision. A more comprehensive list of actions required to implement the full Vision, and a proposed Work Plan are available from the Regional Conservation Manager. A key to the criteria for prioritisation can be found on page twenty-six of this document.

OVERVIEW

May 2002 saw the opening of the Trust's brand new Clachan Visitor Centre at Glencoe, probably the most significant event at the property in the last five years. This took place against a backdrop of significant reorganisation in the Trust, which led to a change of regional office, meaning that all properties in the Highlands and Islands region are now supported directly from one office in Inverness. Although the project to develop and build the Visitor Centre was beset with problems, the Trust now has a high quality visitor facility at Glencoe. With a new staff structure in place, the property is moving forward with a strong and genuine commitment to improving relations between the Trust, the local community and other stakeholders in the area.

The main priorities for action over the next five years are to consolidate and further the Trust's conservation of all aspects of this exceptionally significant property while at the same time improving the visitor experience. The Trust has obligations related to the many natural heritage designations at the property and receives significant funding from partners towards countryside management, particularly Scottish Natural Heritage (SNH), through the National Concordat. The Trust will continue the important work undertaken to conserve the highly significant landscape at Glencoe. It would also be desirable to increase understanding of Glencoe's cultural heritage. Development of a Glencoe Visitor Management Plan will aim to balance the needs of conservation with provision of a visitor experience that focuses on people and their expectations. This will also develop the pioneering work already done at Glencoe on visitor classification systems, so taking SNH's 'Managing for People' guidance a step further. The Visitor Management Plan will address a range of issues such as the development of facilities and services along the A82 trunk road and the completion of the environs of the Visitor Centre. This will be done in conjunction with local aspirations and knowledge, for example the A82 Working Group, which involves key stakeholders in developing a plan for improvement of the road.

It will be necessary to consult and keep local communities informed on future developments and the Trust should also seek to influence on important issues such as conservation land management, the development of sustainable tourism and the provision of facilities. The Trust should also seek to promote more widely the work it does at this nationally significant property, while striving towards best practice.

In light of this, the Trust will seek to achieve the following outcomes over the period of this 2005 – 2010 Property Statement

- **Exemplary conservation of the flora, fauna and environment at Glencoe**
- **Ongoing protection and enhancement of the landscape at Glencoe**
- **Improved understanding of Glencoe's cultural heritage**
- **Continued development of visitor management and provision of access, enjoyment and education at the property**
- **Contribution by the Trust towards the development of sustainable tourism in Glencoe and Lochaber**

- **Ongoing development of relationships and partnerships between the Trust and other key stakeholders at Glencoe**
- **Increased public awareness and understanding of the Trust's management of Glencoe**

Objectives, Rationales and Actions leading to the above outcomes are given below under the four headings of the Corporate Plan.

CONSERVATION

Objective 1

To conserve the natural heritage of Glencoe

Rationale

The Glencoe Conservation Strategy was approved by the Trust's Countryside and Nature Conservation Committee in 1995 (subsequently updated in November 2004). It sets out the management of the property to achieve a balance of land use that incorporates three zones, namely the maintenance of the predominantly open landscape with clear views of the mountains from the roads, the maintenance of a pastoral landscape along the floor of the lower and middle glen and an increase in the area of native woodland, based on existing fragments on the steep glen sides and gorges. This strategy should be revisited at the same time as the development of the Glencoe Visitor Management Plan (see Objective 5) in order to provide detailed operational plans beneath the Property Statements, which provide the general strategic direction for the property. This will result in a clear zoning of the property, which will ensure that appropriate management approaches are followed in different localities.

Successful conservation and/or enhancement of the natural heritage of Glencoe will depend on a sound knowledge of the habitats, species and geological/geomorphological features present on the property – and the processes that influence them. Research, survey and monitoring are required to ensure that any changes in the condition of key features are recognised at an early stage and management is adjusted accordingly. Given Glencoe's statutory designations (SAC and SSSI) the Trust must ensure that all of its statutory duties and obligations are met (some are the responsibility of SNH) and that the work undertaken provides examples of best practice to others. This should include monitoring of habitat conditions, SAC vegetation, landscape change, woodland regeneration and deer and sheep numbers (see objective 2). Research and survey can also allow the Trust to gain a better understanding of the ecology of the property.

The Trust also has a responsibility to conserve the Annexe 1 qualifying habitats on its property. Most qualifying habitats on the property will be monitored to detect any changes in condition and to inform management decisions on stocking levels. This is especially important given the European significance of these habitats. The Trust must also manage certain species in line with Local and UK Biodiversity Action Plans.

The geology and geomorphology of the property is of national importance. It is vital that the Trust explores ways of not only conserving these features but also interpreting and promoting them to the general visitor and special interest groups alike. This would need to be undertaken in partnership with SNH, given its statutory duties. Such interpretation should link the geology and geomorphological processes to the landscape that surrounds the visitors.

The Trust will encourage the designation of Glencoe as a National Nature Reserve (NNR) to reflect the significance of its flora and also to reflect the awareness of the property in the minds of the Scottish

public. The Trust will carry out discussions with SNH to pursue the possible designation of the site as an NNR, where this is compatible with SNH's strategic objectives for its national NNR programme. Significant spin off benefits of designation as an NNR would be an increased awareness of the property and its management by the Trust, increased tourism, education and possible links with other NNRs.

Action	Priority
1.1 Review and revise the Glencoe Conservation Strategy in order to produce a Landscape and Habitat Management Plan	1
1.2 Produce agreed survey and monitoring programme for key habitats and species by the end of 2005 and then implement them	1
1.3 Maintain Annexe 1 qualifying habitats in favourable condition through appropriate management	1
1.4 Manage species in line with Local and National Biodiversity Action Plans	1
1.5 Conserve and promote the geology and geomorphology of the property	1
1.6 Discuss opportunities for designation of the property as a National Nature Reserve with SNH	3

Objective 2

To continue to manage grazing levels, particularly of deer, and increase areas of native woodland

Rationale

The Trust is committed to increasing the area of native woodland to enhance the nature conservation value of the property. This will be done in conjunction with Millennium Forest for Scotland initiative and Forestry Commission Scotland and by updating the Woodland and Deer Management Plan. The Trust will seek the most appropriate sources of funding to manage the areas of woodland regeneration or woodland restructuring. The Trust will also apply for funding for the An Torr section of the property, near the site of the old Visitor Centre and Brecklet Forest, which adjoins the campsite. The Trust also aims to maintain a healthy and sustainable deer population on its property and is part of the local Deer Management Group. It will continue to participate, as well as seeking opportunities to participate in other area-wide conservation groups. An area-wide Deer Management Plan would aid communication and raise awareness and joint understanding between the various landowners. It could also be used to educate the public about deer management issues in the area. A neighbouring stalker has offered to help with stalking on Trust land and it is hoped that this type of co-operative working can be developed in the future.

Sheep grazing will continue on Meall Mor in order to maintain the species-rich grasslands in favourable condition. However, by reviewing and revising the grazing arrangements at Meall Mor, the Trust will produce a cost effective method for achieving grazing levels appropriate for the qualifying habitats and will release itself from the responsibility of in-hand stock management.

Action	Priority
2.1 Update the Woodland and Deer Management Plan in 2005 and implement	1
2.2 Continue to participate in the local Deer Management Group and other area-	1

	wide conservation groups and encourage the development of an area-wide Deer Management Plan with the Deer Management Group	
2.3	Submit applications to the Scottish Forestry Grant Scheme where appropriate	2
2.4	Review and revise the current farming and partnership arrangements to ensure appropriate grazing for Meall Mor	2

Objective 3

To protect and where possible enhance the quality of the landscape at Glencoe

Rationale

The Trust is committed to upholding the Unna Principles and their application to all of the Trust's mountainous properties. This is especially important at Glencoe given the specific involvement of Unna at this property and the great influence he had on its acquisition by the Trust. The Unna Principles are now enshrined in the Trust's Wild Land Policy (2002), which sets out how the Trust will protect the wild quality of its properties. Implementing the Wild Land Policy is the main mechanism for protecting the nationally important landscape (it is part of an NSA) at Glencoe. The quality of the landscape can even be enhanced by improving the appearance of those features that detract from the quality of the landscape, for example repairing and limiting future footpath erosion and improving the condition of roadside lay-bys. Those features that already make a positive contribution to the landscape should also be enhanced and this is already taking place through the expansion of the native woodland on the property (see Objective 2).

The Scotland's Mountain Heritage project has been very successful, focussing on low intensity, low impact footpath work and the Trust's current agreement with SNH runs until 2008. The Trust will continue to implement this scheme at Glencoe and must also secure funding for a second round of capital works in order to complete the path improvement programme. Future footpath maintenance, after 2008 must also be resolved by securing appropriate funding and resources.

Action	Priority
3.1 Continue to uphold the Unna Principles	1
3.2 Actively implement and promote the Trust's Wild Land Policy	1
3.3 Implement the current programme of footpath work, as agreed with SNH, which runs until 2008	1
3.4 Secure second round of partnership funding to complete capital upland path improvement programme	2
3.5 Plan and resource future footpath maintenance by the end of 2008	1

Objective 4

To increase the Trust's knowledge of and continue to conserve the cultural heritage of Glencoe

Rationale

Conservation of the cultural heritage of Glencoe depends on a full understanding of the archaeology, history and Gaelic culture of the property. The archaeological survey undertaken in 1996 was the first step in this process. Desk-based and on-site research is required to ensure that the significance of specific areas and sites is appropriately recognised. For example, Old Achtriochtan and its associated landscape is a prime site for intensive research to establish whether it was indeed a medieval settlement in the glen.

In addition, recorded sites require regular monitoring to ensure that changes are recognised at an early stage so that management can be adjusted accordingly. Archaeological Action Plans enable the Trust to plan a property's programme of monitoring and recording and apply the appropriate resources for conservation, research and interpretation. For example, recent monitoring has highlighted the need for the ruin at Inverigan to be recorded and conserved as a high priority, as it is beside the well-used footpath from the Visitor Centre to the village. This work has also recognised that this nineteenth/twentieth century ruin could provide an evocative interpretation point for the massacre.

Action	Priority
4.1 Develop a programme of targeted research into the cultural heritage including archaeology, buildings, archives and Gaelic sources and implement it with appropriate partners	2
4.2 Prepare a specific Archaeological Action Plan for Glencoe's archaeological features to ensure that they are conserved by implementing recording and monitoring programmes and understood through research and interpretation	2

ACCESS, ENJOYMENT AND EDUCATION

Objective 5**To improve visitor management at Glencoe****Rationale**

A Visitor Management Plan will be written for the Trust property at Glencoe and will incorporate the latest techniques in visitor management that were explored in a workshop at the property, along with SNH and the National Trust in 2004. The Glencoe Visitor Management Plan should look at a whole range of issues on the property, some of which were identified in the Property Statements Exhibition in October 2004 and will tie together a number of management decisions. A key issue that the Visitor Management Plan will address is that of the Visitor Centre and its environs. Within the Centre, the exhibition requires to be reviewed and updated, specifically to interpret the conservation work that the Trust does at the property and to reflect the importance of the new Scottish Outdoor Access Code. Developing use of the education room will also be considered. Outside, the provision of facilities near the Visitor Centre and at low-level needs to be addressed. The provision of picnic areas, play areas, interpretation and orientation and signage and a dipping platform in the environs of the Visitor Centre will be considered and, if appropriate, implemented. Maps and leaflets could even be provided to enable the implementation of a suite of self-guided walks. Low-level walks would enhance the visitor experience for many and the Trust is already working with the community to develop a new link as part of the An Torr Project. This is part of a larger scale project that is currently at the feasibility study stage (as of June 2005) and will develop a safer low-level circular walk linking Glencoe Village to Signal Rock and the West Highland Way and back to the Village via the Visitor Centre. The Trust must keep people informed about potential developments and ensure that the Visitor Centre links in with initiatives such as the An Torr Project.

There is also a great deal of potential to improve the old Visitor Centre site and car park. The Trust could provide signage, orientation, interpretation and adequate car parking and should link this work with the development of the circular path by the community through consultation and co-operation.

Another major issue at Glencoe that can be addressed in the Visitor Management Plan is that of the A82 trunk road and the visitor journey it provides. Important issues such as parking provision and roadside facilities should be pulled together in the Visitor Management Plan to create an integrated review. The A82 Working Group (see Action 8.4) should be involved in this aspect of the work.

The policy of zoning at the property is applicable to visitor management in order to enhance the recreational experience on offer, without compromising the significance of the place. Management cannot be applied uniformly across the property, for example the Unna Principles are not applicable at the roadside. The use of management zones will allow management to be targeted and the Visitor Management Plan will identify recreation zones across the property. The distribution of different types of visitors will be addressed and managing them in appropriate parts of the property is key. For example Brecklet would be a suitable area to encourage mountain biking and any such policy would be developed in conjunction with the Forestry Commission Scotland and the local community.

There are many challenges faced at Glen Etive. Camping, litter, roadside parking, fires and footpath erosion all present management challenges and possible solutions must be considered. The Trust's ownership in Glen Etive is limited to the land west of River Etive and extends only as far as Dalness. However, in order to minimise any damaging impacts of visitors and to provide as high quality visitor experience as possible, visitor management should be co-ordinated for the glen as a whole with the co-operation and involvement of all landowners. The new Scottish Outdoor Access Code (SOAC) will

provide the impetus to take this forward. Consideration of the SOAC will be very important over the next five years at Glencoe. It will be promoted to the public and in the context of responsible access for example visitors will be encouraged to take their litter home with them. The property will also seek to participate in the Local Access Forum and liaise with the Local Authority regarding the Core Path Network.

Finally, to ensure the highest quality experience for visitors, the property will ensure that ‘Conservation through Customer Care’ (CCC) is implemented. All property staff should be trained in CCC enabling them to continue to provide a high standard of service.

Action	Priority
5.1 Develop a Visitor Management Plan taking forward the guidance set down by SNH in the Managing for People document (2004), using the visitor classification model developed at Glencoe in 2004	2
5.2 Develop a project to provide facilities at the site of the old Visitor Centre and at An Torr	2
5.3 Raise visitor awareness of responsible access as promoted in the Scottish Outdoor Access Code	2
5.4 Ensure that Conservation through Customer Care is part of the work of the property	3

Objective 6

To review and develop the provision of education and interpretation at the property

Rationale

The Glencoe Interpretive Plan was developed in 2002 and has guided interpretation provision at the property to date. This plan should be reviewed and updated once the Visitor Management Plan has been completed in order to reflect any new decisions regarding interpretation throughout the property. In the meantime, the current plan should be followed, although the provision of displays and leaflets could be updated. Later in 2005, a major step forward at the property will be the development of the new guidebook. It should also be possible to do more to interpret the cultural history of Glencoe, particularly as the Trust increases its own knowledge of this aspect of the property (see Objective 4).

Glencoe offers an excellent opportunity to provide both formal and informal education to its visitors. Opportunities exist to develop this potential and therefore influence and educate a wider audience – including within the Trust itself. The property has huge potential to disseminate the Trust’s message about its conservation work in the uplands to the general public. The Education Development Plan will address the continued provision of informal education through talks, articles, interviews and guided walks and tours, the development of links with tertiary education establishments as the property is of great interest to groups or individuals in tertiary education as well as studies of geology/geomorphology, ecology and history. It will cover the development of the Ranger Service presence throughout the property, as responsible behaviour should be encouraged through regular patrols and informal visitor liaison, informal contact helping to address the problems of camping and litter. The maintenance and development of the existing interpretive facilities throughout the property and the encouragement of responsible use of the property through interpretation will be important themes. Through the development of the Education Development Plan, the full potential of the education room in the Visitor

Centre can be realised. It should be possible to expand the use of the room and this would enable a greater number of people to benefit from its existence, including the local community, and would enable the Trust to expand the range of work it undertakes at the property. It is important that the Trust continues to encourage the use of the property by all sectors of the local community including children, elderly people and young mothers. The Education Development Plan can only be progressed with the continuing presence of a full-time Education and Events Ranger at the property.

An annual events programme at Glencoe will allow the Trust to involve a greater number of people in activities relating to the property. This should include organised groups, individuals and schools. The range of organisations and activities that the Trust could include in such a programme is almost limitless. Educational uses of the property for events currently include the Duke of Edinburgh Award Scheme, Scottish Geology Week, military use and Thistle Camps.

Action	Priority
6.1 Revisit the Glencoe Interpretive Plan and update it in light of the Visitor Management Plan (see Objective 5). In the meantime continue to follow the current Interpretive Plan	3
6.2 Produce an Education Development Plan in conjunction with the Regional Education Officer	2
6.3 Develop and implement an annual events programme at the property	3

Objective 7

To promote and put into practice sustainable tourism at Glencoe

Rationale

The local community is keen to see the development of sustainable tourism at Glencoe. The Trust is supportive of this goal and by helping to bring more visitors to the area through initiatives such as nature-based tourism the Trust will fulfil its remit of Access, Enjoyment and Education as well contributing to the local economy. This can be done in a way that is not detrimental to Glencoe and the introduction of stalking and wildlife holidays is being considered. The property is already involved with the Nature Based Tourism Project, funded by the Northern Periphery Programme, a European Union scheme for encouraging co-operation between northern European countries. The project develops a model for integrating market knowledge on nature-based tourism, strengthens the quality and environmental attributes of the product in the Northern Periphery area and develops knowledge, builds networks and encourages innovation and best practice in nature-based tourism.

The Scotland’s Mountain Heritage project (see Objective 3) should be actively promoted at Glencoe, as it is a prime example of sustainable tourism. As well as bringing environmental benefits i.e. the repair of damaged landscapes, the scheme also creates economic benefits as it creates jobs and training opportunities and social benefits through improved opportunities for healthy outdoor recreation.

It is important that funds are sourced to undertake regular monitoring of visitor expectations and opinions as the Trust cannot effectively manage for visitors without knowing their expectations.

Action	Priority
7.1 Work with the local community and businesses to develop and promote	2

	Glencoe as a sustainable tourism destination, as part of the ‘Lochaber Outdoor Capital of the UK’ marketing campaign	
7.2	Develop nature-based tourism projects where appropriate	3
7.3	Continue to participate in the Northern Periphery Programme Nature-Based Tourism Project	3
7.4	Promote the work of the Scotland’s Mountain Heritage project as a prime example of sustainable tourism	3
7.5	Regularly monitor visitor expectations and opinions in order that Trust practices may be adjusted accordingly	2

INFLUENCE AND REPUTATION

Objective 8

To continue to develop partnerships and good working relationships with other stakeholders at Glencoe

Rationale

Relationships with the local community, businesses in the area, local authorities, user groups and landowners are extremely important at Glencoe and links must be maintained through continual communication and co-operation. In particular, the Trust will continue to work with Glencoe Community Council, Glencoe and District Marketing Association, Ballachullish Community Council and the Highland Council. An example where partnerships are proving to be successful is the linking of the Trust’s Land Rover Safaris to the Museum in Glencoe Village and, as previously mentioned, the work with the community to create a circular path. The Trust will also contribute to the Blackmount Partnership by working with their ranger and producing and updated information leaflet to promote responsible access.

A key issue that will involve a great deal of dialogue is that of the A82 trunk road. The A82 Working Group is made up of representatives from all parties with an interest in the management of the A82 including landowners, local communities, SNH and the Trust itself. The Trust is keen that this group should move forwards and ultimately produce an integrated strategy for the management of the A82. Such a strategy would bring together all those parties with a stake in how the road is managed and tackle the issues of mutual concern. The A82 is one of the most important scenic and recreational corridors in Scotland, so this approach should not be confined to the section of road through Glencoe but must consider the wider context between Tyndrum and Fort William. The strategy should aim to balance the transport, landscape, environmental, tourism and economic needs of the road corridor. Of particular concern to the Trust are the impact of road widening on the landscape and visitor experience in Glencoe, appropriate design for replacement bridges, minimising any damage to the landscape quality of the glen and alternative transport solutions. Parking and lay-by provision is a key issue that will also be tackled in the Trust’s Visitor Management Plan (see Objective 5). There are 35 separate parking areas in the glen, of which 18 are on Trust property, however some of these are merely legacies of the construction of the road and are poorly situated, causing road safety problems. In addition, most are unsightly, in poor condition and attract litter.

The Lochaber Geopark Association has applied for the European Geopark designation at Lochaber. There is currently only one other Geopark in Scotland, the North West Highlands Geopark, in Wester

Ross and Sutherland. The Trust feels that the significance of the geology at Glencoe warrants Geopark status and will work with the Lochaber Geopark Association. An important spin-off benefit of such a designation would be increased 'Geotourism' in the area.

Action	Priority
8.1 Continue to develop communications and partnerships with the local community and local business communities	2
8.2 Continue to develop partnerships with local authorities, other agencies and user groups	2
8.3 Produce an updated information leaflet with the Blackmount Partnership to promote responsible access and the Scottish Outdoor Access Code	2
8.4 Work with the Scottish Executive and other stakeholders to produce results from the A82 Working Group	2
8.5 Work with the Lochaber Geopark Association to achieve Geopark designation	3

Objective 9

To increase public awareness of Glencoe and the Trust's ownership and management of the property

Rationale

In addition to the information and education work provided at the property for visitors, the Trust is attempting to increase awareness of the property and the role of the Trust in its management within a wider audience thus developing increased support for the work and for the Trust in general. The aim of this objective is not to actively attract more visitors on to the mountain areas of the property but to enhance the understanding of the property and its management. For example, this could be relevant for tour companies who do not know that the Trust owns a large part of Glencoe. A Public Relations strategy for the property will address these issues and could include an annual Public Relations programme. There may also be ongoing opportunities that should be exploited as and when they arise to publicise Glencoe and the Trust's work there through articles in relevant publications.

A website for Glencoe would link to the Trust's main site but would provide property-specific information such as pre-visit information, a list of events taking place and promotion of the Trust's conservation work at the property. It would hopefully attract more people to the property and keep them better informed. It could also promote the property and the services offered including the work of the Ranger Service. An individual will have to be identified to maintain the website and information can be updated and added to over time.

Action	Priority
9.1 Develop a PR Strategy for the property linking to the Visitor Centre Development and Marketing Plan	3
9.2 Include or submit articles that promote Glencoe and the work of the Trust in relevant publications as and when opportunities arise	3

9.3	Design and maintain a property specific website	3
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ORGANISATION AND RESOURCES

Objective 10

To explore appropriate opportunities to increase income generation at the property

Rationale

An increased surplus would be desirable as it could be re-invested into the Visitor Centre, conservation work and interpretation. A Visitor Centre Development and Marketing Plan will allow promotion of the Centre to those who already use the property as well as those who have not visited it. The Contribute and Conserve scheme at Glencoe should not be seen as a charge for parking but rather as an opportunity for visitors to support the Trust and its work. The Trust should also use the scheme to raise awareness of the conservation work being undertaken on the property. Future implementation of the scheme will be considered, for example if plans for an improved car park at the site of the old Visitor Centre go ahead (see Action 7.5), the scheme could be implemented there. Any such implementation would need to be appropriate, sensitive and not detract from the landscape.

The Trust's 'Sole Trading' appeal is another way that the public can support the Trust and contribute towards the footpath repair and maintenance work that goes on at all upland properties, including Glencoe. Sole Trading should be actively supported by the Trust at Glencoe, with a continued commitment to developing and encouraging the scheme.

Membership recruitment is high up the Trust agenda at the moment and seen as a vital element of ensuring permanent financial stability. It is important that the Trust's Outdoors Membership strategy, which will target those who use countryside properties like Glencoe, links to and complements 'Sole Trading' rather than the two working against each other. This will require discussion between relevant staff to ensure an agreed approach for Glencoe.

Action	Priority
10.1 Produce a Development and Marketing Plan for Glencoe Visitor Centre	3
10.2 Monitor, evaluate and explore the opportunities for developing the ‘Contribute and Conserve’ scheme at Glencoe	2
10.3 Continue to develop and encourage Sole Trading appeal	2
10.4 Follow the Outdoors Membership Strategy	2

Objective 11

To ensure sustainable use for the Trust’s buildings at Glencoe

Rationale

At present the Glencoe property office is situated at the Leishman Memorial Centre, some distance from the Glencoe Visitor Centre. This situation is not sustainable and should be addressed as soon as possible in order to improve working conditions and health and safety for staff and make management of the property easier and more efficient. It is important that the property staff are all based at one location sooner rather than later to ensure effective and efficient operational management of the property. The house at the Visitor Centre complex has been identified as a suitable site for the property office and relocation will go ahead as soon as possible. Following the relocation, the situation will be reviewed over time. A potential spin-off from moving the property office next to the Visitor Centre could be the conversion of the Leishman Centre into a base camp for volunteers or environmental groups.

Glencoe and the wider area have seen an increase in house prices and there is currently a lack of affordable housing for local people. In Glencoe the Trust should give preference to housing for staff or local people over holiday accommodation if and when any housing stock becomes available.

Action	Priority
11.1 Implement the move to one property office based in the house at the Visitor Centre at earliest opportunity	2
11.2 Investigate the potential future use of the Leishman Centre as a base camp	2
11.3 Aim to provide low cost housing for locals and Trust employees by making any appropriate housing stock on Trust land available to local people and Trust staff	3

Objective 12

To further develop staffing and volunteering at the property

Rationale

There are a wide variety of volunteering opportunities at Glencoe and there is a high demand for long-term volunteering with many staying on at the property and undertaking valuable work as they have a longer time frame in which to operate. The property will continue to encourage and develop the use of volunteers in the management and promotion of Glencoe. In the future the Leishman Memorial Centre could be used as accommodation for long-term volunteers (see Action 11.1). Volunteer rangers could be taken on and volunteering could also be utilised as a way of drawing on the vast amount of local experience and knowledge, which could prove to be very significant. In terms of full-time staff, the most pressing issue is the post of Education and Events Ranger. This post is currently a fixed-term 3-year contract but it will be essential to make the position permanent as the implementation of the Education and Events Programme is dependant upon it. The Visitor Centre cannot deliver its educational events without the Ranger and the Education Development Plan (see Action 6.2) will further highlight the value of the post.

Action	Priority
12.1 Continue to provide structured placements for volunteers at Glencoe	2
12.2 Evaluate the role of the Education and Events Ranger and begin to investigate securing funds to make the position permanent	2

Objective 13

To develop basic property systems at Glencoe

Rationale

There is a pressing need at the property for adequate property information and administration systems. This ranges from the very basic such as a rationalised overview of services to a more detailed overview of the property through GIS based mapping.

Action	Priority
13.1 Implement adequate information and administration systems at the property	2
13.2 Implement GIS based data management at the property	2

Objective 14

To explore ways of making the Trust more environmentally friendly at Glencoe

Rationale

The Trust recently launched its Environmental Policy (February 2005) and Glencoe already strives to implement best environmental practice. However, two of the Trust’s buildings run on diesel fuel and it would be desirable to change their power source to renewable energy. The potential for embracing alternative energy sources should be explored with the potential spin off benefit of selling any excess electricity to the Grid.

Action	Priority
14.1 Investigate the opportunities for the use of renewable energy	3

Objective 15

To ensure these Property Statements are reviewed and kept up to date

Rationale

The Glencoe Property Statements run from 2005 to 2010 and it is vital for the ongoing management of the property that they are reviewed. In August 2010 this Statement of Intent will expire and need to be reviewed and updated. Minor changes to the Statement of Significance and Vision Statement will also be considered at this time.

Action	Priority
15.1 Review the Glencoe Property Statements in 2010	2

CRITERIA FOR PRIORITISATION

PRIORITY 1 is for actions which prevent serious threat to the conservation value of the place—they are about ensuring the resource survives. If this action is not done, there is an immediate threat that the significance and conservation value of the property will be seriously damaged, legal obligations arising from designation or funding partnerships will be broken, and the Trust will be neglecting its duty of care for the place. A Priority 1 Action would address an issue detrimental to a key feature with a high level of significance.

PRIORITY 2 is for actions which take Trust management of the place up to an acceptable level of conservation and access provision and operational effectiveness, though they may still fall a little short of the ideal as set out in the Conservation Principles. If this action is not done, the Trust's management is in danger of being detrimental to the conservation values of the place over time, with a high risk of incurring more serious damage (Priority 1) if not addressed. Priority 2 Actions aim to achieve conservation management in line with the Conservation Principles. Priority 2 Actions may also address provision of adequate access, interpretation and education facilities/programmes, or issues of finance or operations, which have a significant and detrimental effect upon the property or the Trust.

PRIORITY 3 is for actions which take Trust management firmly into the category of “best practice” and towards exemplary management in conservation, access and operations. If these actions are not done there is only a low risk that the conservation significance of the site would be degraded; adequate access and interpretation will still be provided, though may not be “state of the art”. Priority 3 Actions may include upgrading existing facilities, major survey and analysis resulting in substantial improvement to understanding of significance, or major investment projects to bring significant financial or other benefit to the property or the Trust as a whole.

CONSULTEES DURING THE PRODUCTION OF THE PROPERTY STATEMENTS FOR GLENCOE

Staff

Property

Fiona Chalmers, Property Manager
Harry Lobnitz, Ranger Stalker
Scott McCombie, Ranger
Abi Wylde, Education and Events Ranger

Highlands and Islands Regional Office

Alexander Bennett, Conservation Manager, until
March 2005
James Fenton Nature Conservation Advisor
Jill Harden, Archaeologist
John Hepburn-Wright, Conservation Manager from
March 2005
Angus Jack, Buildings Surveyor
Sheona Leonard, Finance Manager
Alex Lindsay, Regional Director
Sue Mackenzie, Education Officer
Stephen Wiseman, Countryside Manager

Central Office

Lorraine Bell, Head of Management Planning
Peter Burman, Director, Conservation and Property
Services
Paul Johnson, Head of Countryside
Richard Luxmoore, Head of Nature Conservation
Colin MacConnachie, Head of Education and
Interpretation
John Mayhew, Head of Policy and Planning
Caroline Tempest, Senior Interpretive Planner
Robin Turner, Head of Archaeology
Bertha Walker, Access Officer

External**Organisations**

Argyll & Bute Council
Association of Deer Management Groups
Association of Scottish Visitor Attractions
Ballachulish Community Council
BEAR Scotland
Bidwells
BlackCorries Estate
Blackmount Deer Management Group
Blackmount Partnership/ Highland Council
British Association of Ski Patrollers
British Geological Survey
British Horse Society
Butterfly Conservation Scotland
Camping and Caravanning Club
Clachaig Inn Ltd
Clan Campbell Society of North America
Clan Donald USA
COSLA
Crafts & Things
CTC – the UK’s national cyclists’ organisation
Deer Commission for Scotland
Digital Studio
Forestry Commission for Scotland
Forestry Commission
Forth and Tay Disabled Ramblers
Freedom of the Glen Family of Hotels
Friends of Glencoe
Gaia Architects
Glencoe & Glen Etive Community Council
Glencoe & Lorn Folk Museum
Glencoe and Loch Leven Marketing Association
Glencoe Heritage Trust
Glencoe Mountain Rescue Team
Great Glen Cattle Ranch
Heritage Lottery Fund
Highland Council
Highland Mountain Biking Association
Highlands of Scotland Tourist Board
Historic Scotland
IMBA UK
Independent Backpackers Hostels Scotland
Invercoe Caravan and Camping Site
John Muir Trust
Local Ramblers' Group

Loch Lomond and the Trossachs National Park Authority
Lochaber and District Fisheries Trust
Lochaber College
Lochaber Enterprise
Lochaber Environment Group
Lochaber Fisheries Trust
Lochaber Geopark Group
Lochaber High School Lochaber Mountain Access Group
Lochs and Glens Holidays
MFST
Military Joint Services
Mountain Rescue Committee for Scotland
Mountaineering Council for Scotland
National Farmers Union Scotland
Nevis Partnership
Plantlife Scotland
Police
Ramblers Association Scotland
RCAHMS
Royal Institute of Chartered Surveyors
RSPB
Rural Scotland
SCAC
Scottish Canoe Association
Scottish Countryside Rangers Association
Scottish Environment Link
Scottish Mountaineering Club
Scottish Natural Heritage
Highlands of Scotland Tourist Board
Scottish Raptor Study Groups
Scottish Wild Land Group
Scottish Youth Hostel Association
Scotways
Search & Rescue Dog Association
Scottish Environment Protection Agency
Skeabost
Society for the Protection of Ancient Buildings
Sustrans
Scottish Wildlife Trust
University of Highland & Islands

**National Trust for Scotland Committee
Members**

Dr David Gibbon
Roger Smith
Professor Roger Crofts
June Baxter
Allen Patterson
Dick Balharry, MBE
Hugh Cheape
Mike Grantham
William McDermott
The Hon. Michael Shaw
Victoria Sutherland

Individuals

Fergus Ewing MSP
Ross Finnie MSP
Rob Gibson MSP
Jamie McGrigor MSP
Maureen MacMillan MSP
Jim Mather MSP
Peter Peacock MSP
Mary Scanlon MSP
Eleanor Scott MSP
Bob Aitken
Dave Carson
Paula Crawford
Adam Davison
J. Donovan
Willi, Walter and Dori Elliot
Caroline Gooch
Gerald Hart
David C. Ingham
A. Machuillish
Hamish MacInnes
Alexandra McConnell
Cameron MacNeish
Dr Rennie McOwen
Chris Plarce
Jimmy Saville
Margaret Sinclair
Ian Stewart
Richard Straffon
Alister Sutherland
A. Thomson
C. van Lecri
James Waugh

Photograph on front cover courtesy of Mike Bolam

FINANCIAL HEALTH STATEMENT

FOR

GLENCOE

GLENCOE
FINANCIAL SUMMARY

Period to 28th February: **2000** **2001** **2002** **2003** **2004** **2005**
BUDGET

Operating Positions (excl Mgt Chgs & Budget Adjts)

	£	£	£	£	£	£
Property & Non Trading Activities	-39,197	-90,169	-47,085	-10,787	1,388	31,394
Retail	61,490	68,725	102,083	94,801	99,564	117,479
Catering	15,225	21,789	16,288	27,316	58,537	52,334
Holiday Cottages	0	0	0	0	0	7,820
Plant Sales	0	0	0	0	1,715	2,968
Functions	0	0	0	0	0	0
Other Trading Activities	-0	0	-134	-0	0	0
Total	37,517	345	71,152	111,331	161,204	211,994

Surplus/(Deficit) Position

	£	£	£	£	£	£
Property & Non Trading Activities	-153,072	-155,760	-113,498	-91,254	-98,609	-62,133
Retail	33,348	68,725	102,083	94,801	99,564	117,479
Catering	11,305	21,789	16,288	27,316	58,537	52,334
Holiday Cottages	0	0	0	0	0	7,820
Plant Sales	0	0	0	0	1,715	2,968
Functions	0	0	0	0	0	0
Other Trading Activities	-0	0	-134	-0	0	0
Total	-108,420	-65,245	4,739	30,864	61,207	118,468

Statistics - Visitor Numbers

Paying	99,349	91,740	98,004	19,868	22,954	22,487
Functions & Events	0	0	0	0	0	0
Heritage Passes	1,882	1,713	1,228	773	931	0
Members Free	7,933	8,672	8,209	12,305	11,179	0
Other National Trusts	14,463	13,602	13,524	9,466	11,356	0
Others Free	3,008	12,302	1,664	17,009	13,879	34,321
Tourist Passes	133	19	10	0	0	0
Total	126,768	128,048	122,639	59,421	60,299	56,808

Statistics - Membership Recruitment

No. of Members Recruited	0	248	572	2,248	2,358	2,500
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Endowment & Reserves Funding

Original Value	£6,548
2004 Current Value	£6,548
Required Value based on 2004 results	£2,766,000
Gap/Shortfall based on 2004 results	£2,766,000

Capital Expenditure

Over the 5 Yr Period 2000 to 2004	£3,304,764
3 Year Forecast of Future Capital Projects	£58,000

GLENCOE
PERFORMANCE INDICATORS

Period to 28th February: 2000 2001 2002 2003 2004 2005 BUDGET

Performance Indicators - Income Per Visitor

KPI: Inc per Visitor (to Total Visitors - excl Rents, Revenue Grants & Investment Inc) £2.34 £2.50 £2.70 £8.21 £10.30 £12.51

Performance Indicators - Salaries & Wages

KPI: S&W Ratio (excl Trading) (to Total Net Inc (incl Trading NET Position - NOT Trading Inc)) 51.0% 57.8% 40.5% 40.5% 31.0% 34.9%

S&W Ratio (All S&W to All Inc) 32.3% 36.7% 33.1% 32.6% 26.9% 31.8%

Performance Indicators - Cost/Income

KPI: Cost/Net Inc Ratio (excludes Trading Exp & Mgt Chgs) (to Total Net Inc (incl Trading NET Position - NOT Trading Inc)) 96.8% 99.8% 69.8% 63.1% 59.9% 55.0%

Cost/Net Inc Ratio (All Exp (excl Mgt Chgs) to All) 89.4% 99.9% 81.3% 79.4% 76.5% 71.9%

Performance Indicators - O/hds

KPI: O/hd Ratio (excl Trading O/hds) (to Total Net Inc (incl Trading NET Position - NOT Trading Inc)) 32.6% 36.6% 24.2% 15.9% 21.1% 15.0%

O/hd Ratio (All O/hds to Total Inc) 50.7% 60.6% 45.0% 43.1% 44.9% 36.9%

Performance Indicators - Surplus/Deficit

Sur/(Def) per Visitor (excl Mgt Chgs) £0.30 £0.00 £0.58 £1.87 £2.67 £3.73

Sur/(Def) per Visitor -£0.86 -£0.51 £0.04 £0.52 £1.02 £2.09

Performance Indicators - Membership Conversion

KPI: Conversion Rate (to Paying Visitors) No Recrt 0.3% 0.6% 11.3% 10.3% 11.1%

Conversion Rate (to Total Visitors) No Recrt 0.2% 0.5% 3.8% 3.9% 4.4%

KPI: Gift Aid Conversion Rate (to Members) No Recrt No GA No GA 62.7% 64.5% 80.7%

KPI: Direct Debit Conversion Rate (to Members Recruited) No Recrt No DD No DD 71.3% 92.9% 91.1%

Performance Indicators - Trading - Retail

Inc per Visitor (to Total Visitors) £1.40 £1.64 £1.71 £4.14 £4.89 £5.34

Profitability (Sur/(Def) Position to Inc) 18.8% 32.7% 48.8% 38.5% 33.7% 38.7%

Performance Indicators - Trading - Catering

Inc per Visitor (to Total Visitors) £0.42 £0.42 £0.44 £1.94 £2.40 £2.61

Profitability (Sur/(Def) Position to Inc) 21.1% 40.2% 29.9% 23.7% 40.4% 35.3%

Performance Indicators - Trading - Holiday Cottages

Inc as %age of Inc (to Total Inc) No Inc No Inc No Inc No Inc No Inc 1.1%

Profitability (Sur/(Def) Position to Inc) No Sur/(Def) No Sur/(Def) No Sur/(Def) No Sur/(Def) No Sur/(Def) 93.1%

Performance Indicators - Trading - Plant Sales

Inc per Visitor (to Total Visitors) No Inc No Inc No Inc No Inc £0.04 £0.06

Profitability (Sur/(Def) Position to Inc) No Sur/(Def) No Sur/(Def) No Sur/(Def) No Sur/(Def) 79.3% 83.0%

Performance Indicators - Trading - Functions

Inc as %age of Inc (to Total Inc) No Inc No Inc No Inc No Inc No Inc No Inc

Profitability (Sur/(Def) Position to Inc) No Sur/(Def) No Sur/(Def) No Sur/(Def) No Sur/(Def) No Sur/(Def) No Sur/(Def)

GLENCOE
FINANCIAL STATEMENT

Period to 28th February:	2000	2001	2002	2003	2004	2005 BUDGET
	£	£	£	£	£	£
<u>Income</u>						
Admissions	37,528	35,180	36,241	59,855	71,850	77,515
Recruitment Credit	1,736	3,651	9,820	46,032	90,429	112,030
Car Parking & Other Admissions	1,323	1,770	1,499	9,553	0	49,027
Admissions/Recruitment	40,587	40,601	47,559	115,440	162,279	238,572
Rents/Accom/Fues	7,327	6,965	2,820	9,310	16,988	4,076
Events	3,516	850	1,328	0	-750	0
Rents/Accom/Events	10,844	7,815	4,148	9,310	16,238	4,076
Property/Country/Other	20,414	10,338	15,674	7,746	15,444	8,000
Trading Income	0	0	0	0	0	0
Property/Country/Other	20,414	10,338	15,674	7,746	15,444	8,000
Revenue Grants	58,821	22,955	60,159	37,111	41,877	34,303
Other Grants	0	687	10	10	1,078	10
Grants	58,821	23,642	60,169	37,121	42,954	34,313
Membership	0	0	0	0	0	0
Membership	0	0	0	0	0	0
Donations/Legacies	630	3,028	2,905	3,220	1,199	600
Donations/Legacies	630	3,028	2,905	3,220	1,199	600
Investments	-7,822	-12,995	-13,344	6,356	4,484	4,545
Investments	-7,822	-12,995	-13,344	6,356	4,484	4,545
Retail	177,492	210,131	209,288	246,245	295,065	303,573
Catering	53,532	54,240	54,481	115,070	144,902	148,112
Holiday Cottages	0	0	0	0	0	8,400
Plant Sales	0	0	0	0	2,163	3,576
Functions	0	0	0	0	0	0
Other Trading Activities	0	0	-0	-0	-0	0
Trading Activities	231,024	264,371	263,769	361,315	442,130	463,661
Total Income:	354,497	336,799	380,880	540,508	684,727	753,767
<u>Expenditure</u>						
Salaries	44,069	46,960	43,728	61,366	82,489	109,920
Contracts & Redundancies	9,971	15,240	15,572	15,805	215	0
Salaries	54,039	62,200	59,300	77,170	82,704	109,920
Wages	60,590	61,392	66,639	98,990	101,533	130,070
Wages	60,590	61,392	66,639	98,990	101,533	130,070
Maintenance/Contracts	10,806	11,883	7,101	15,532	12,387	12,596
Curatorial	85	0	0	0	0	0
Equipment/Capital	10,687	-3,512	4,775	4,242	13,048	2,280
Computers/IT	990	426	353	213	6,247	8,856
Maintenance & Equipment	22,568	8,797	12,229	19,987	31,682	23,732
Personnel	617	1,568	1,075	3,793	149	600
Farm/Gardens	14,948	-5,828	5,175	-16,322	7,433	9,820
H&S/Environment/Field	2,710	1,985	3,368	1,592	2,656	3,680
Functions/Events	48	7	226	76	528	0
Utilities	7,875	14,617	12,457	16,117	14,556	9,500
Occupancy	8,838	10,746	9,537	18,429	26,302	25,787
Consumables/Other	1,754	2,017	1,240	2,307	2,856	2,760
Depreciation	2,304	7,470	8,641	14,266	15,652	10,858
Finance/Licences/Fees	8,167	18,249	9,699	6,152	9,224	7,796
Design/Production	87	193	13	169	124	600
Transport/Travel	10,199	11,514	7,835	7,477	10,016	4,046
Marketing/Education	0	989	75	856	747	750
Trading Codes	122,236	140,537	112,218	178,116	217,360	201,854
Overheads	179,782	204,065	171,560	233,029	307,604	278,051
Expenditure (excl Mgt Chgs):	316,980	336,454	309,728	429,176	523,523	541,773
Net Operating Position (excl Mgt Chgs & Budget Adjts):	37,517	345	71,152	111,331	161,204	211,994
Management Charges	145,937	65,590	66,413	80,467	99,997	93,526
Budget Adjustments/Funding	0	0	0	0	0	0
Surplus/(Deficit) Position:	-108,420	-65,245	4,739	30,864	61,207	118,468

GLENCOE
FINANCIAL STATEMENT ANALYSED BY ACTIVITY

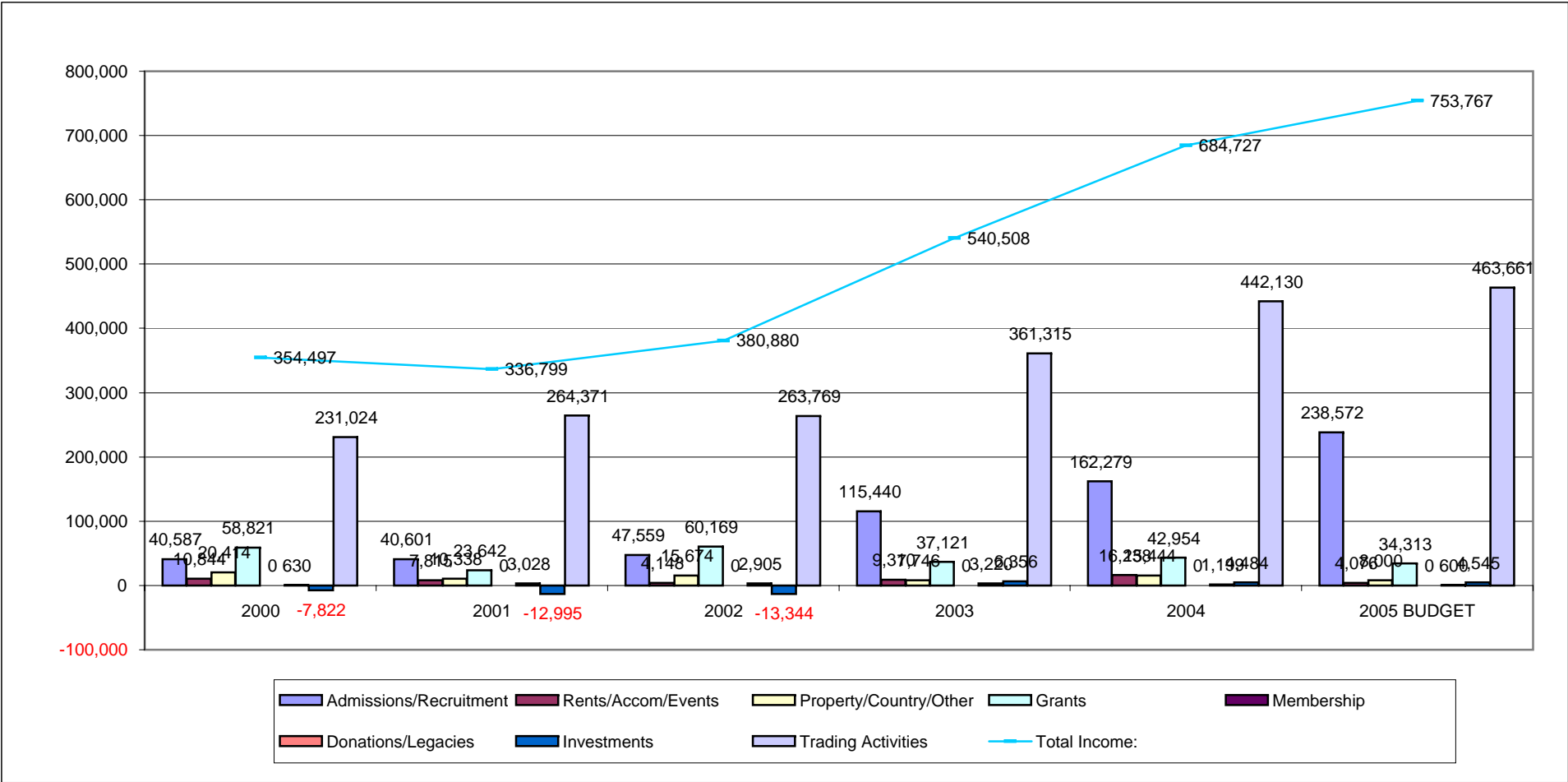
Period to 28th February:	2000	2001	2002	2003	2004	2005
	£	£	£	£	£	£
Property & Non Trading Activities						
Income						
Admissions	37,528	35,180	36,241	59,855	71,850	77,515
Recruitment Credit	1,736	3,651	9,820	46,032	90,429	112,030
Car Parking & Other Admissions	1,323	1,770	1,499	9,553	0	49,027
Admissions/Recruitment	40,587	40,601	47,559	115,440	162,279	238,572
Rents/Accom/Fues	7,327	6,965	2,820	9,310	16,988	4,076
Events	3,516	850	1,328	0	-750	0
Rents/Accom/Events	10,844	7,815	4,148	9,310	16,238	4,076
Property/Country/Other	20,414	10,338	15,674	7,746	15,444	8,000
Trading Income	0	0	0	0	0	0
Property/Country/Other	20,414	10,338	15,674	7,746	15,444	8,000
Revenue Grants	58,821	22,955	60,159	37,111	41,877	34,303
Other Grants	0	687	10	10	1,078	10
Grants	58,821	23,642	60,169	37,121	42,954	34,313
Membership	0	0	0	0	0	0
Membership	0	0	0	0	0	0
Donations/Legacies	630	3,028	2,905	3,220	1,199	600
Donations/Legacies	630	3,028	2,905	3,220	1,199	600
Investments	-7,822	-12,995	-13,344	6,356	4,484	4,545
Investments	-7,822	-12,995	-13,344	6,356	4,484	4,545
Total Property & Non Trading Activities Income:	123,473	72,428	117,111	179,193	242,597	290,106
Expenditure						
Salaries	44,069	46,960	43,728	61,366	82,489	109,920
Contracts & Redundancies	9,971	15,240	15,572	15,805	215	0
Salaries	54,039	62,200	59,300	77,170	82,704	109,920
Wages	31,767	32,045	36,013	44,803	41,900	54,321
Wages	31,767	32,045	36,013	44,803	41,900	54,321
Maintenance/Contracts	10,806	11,883	7,101	15,532	12,330	12,596
Curatorial	85	0	0	0	0	0
Equipment/Capital	10,113	-3,512	4,450	4,242	13,048	2,280
Computers/IT	990	426	353	213	6,247	8,856
Maintenance & Equipment	21,994	8,797	11,904	19,987	31,625	23,732
Personnel	485	1,568	983	827	149	600
Farm/Gardens	14,948	-5,828	5,175	-16,322	6,985	9,820
H&S/Environment/Field	2,571	1,807	3,331	1,270	2,603	3,680
Functions/Events	48	7	226	0	528	0
Utilities	6,851	13,456	12,123	16,126	14,569	9,500
Occupancy	8,543	10,077	8,773	18,208	26,252	25,787
Consumables/Other	1,678	1,960	1,156	2,356	2,810	2,340
Depreciation	2,304	7,470	8,641	13,906	14,216	9,420
Finance/Licences/Fees	7,114	16,981	8,341	3,615	5,600	4,196
Design/Production	87	193	13	169	124	600
Transport/Travel	10,199	11,457	7,835	6,448	10,016	4,046
Marketing/Education	0	277	75	856	747	750
Trading Codes	42	129	305	559	382	0
Overheads	54,870	59,556	56,979	48,019	84,981	70,739
Property & Non Trading Activities Expenditure (excl Management Charges):	162,671	162,598	164,196	189,979	241,210	258,712
Property & Non Trading Activities Net Operating Position (excl Mgt Chgs & Budget Adjts):	-39,197	-90,169	-47,085	-10,787	1,388	31,394
Management Charges	113,875	65,590	66,413	80,467	99,997	93,526
Budget Adjustments/Funding	0	0	0	0	0	0
Property & Non Trading Activities Surplus/(Deficit) Position:	-153,072	-155,760	-113,498	-91,254	-98,609	-62,133

GLENCOE
FINANCIAL STATEMENT ANALYSED BY ACTIVITY

Period to 28th February:	2000	2001	2002	2003	2004	2005
	£	£	£	£	£	£
All Trading Activities						
Income						
All Trading Activities Income	231,024	264,371	263,769	361,315	442,130	463,661
Total All Trading Activities Income:	231,024	264,371	263,769	361,315	442,130	463,661
Expenditure						
Salaries	0	0	0	0	0	0
Contracts & Redundancies	0	0	0	0	0	0
Salaries	0	0	0	0	0	0
Wages	28,823	29,348	30,626	54,187	59,633	75,749
Wages	28,823	29,348	30,626	54,187	59,633	75,749
Maintenance/Contracts	0	0	0	0	57	0
Curatorial	0	0	0	0	0	0
Equipment/Capital	574	0	325	0	0	0
Computers/IT	0	0	0	0	0	0
Maintenance & Equipment	574	0	325	0	57	0
Personnel	132	0	91	2,966	0	0
Farm/Gardens	0	0	0	0	448	0
H&S/Environment/Field	138	178	37	322	53	0
Functions/Events	0	0	0	76	0	0
Utilities	1,024	1,161	334	-9	-12	0
Occupancy	295	669	764	222	50	0
Consumables/Other	77	57	84	-49	46	420
Depreciation	0	0	0	359	1,436	1,438
Finance/Licences/Fees	1,052	1,268	1,358	2,536	3,624	3,600
Design/Production	0	0	0	0	0	0
Transport/Travel	0	57	0	1,029	0	0
Marketing/Education	0	712	0	0	0	0
Trading Codes	122,194	140,408	111,912	177,557	216,978	201,854
Overheads	124,912	144,509	114,581	185,010	222,623	207,312
All Trading Activities Expenditure (excl Management Charges):	154,309	173,857	145,532	239,197	282,313	283,061
All Trading Activities Net Operating Position (excl Mgt Chgs & Budget Adjts):	76,715	90,514	118,237	122,118	159,817	180,601
Management Charges	32,062	0	0	0	0	0
Budget Adjustments/Funding	0	0	0	0	0	0
All Trading Activities Surplus/(Deficit) Position:	44,653	90,514	118,237	122,118	159,817	180,601

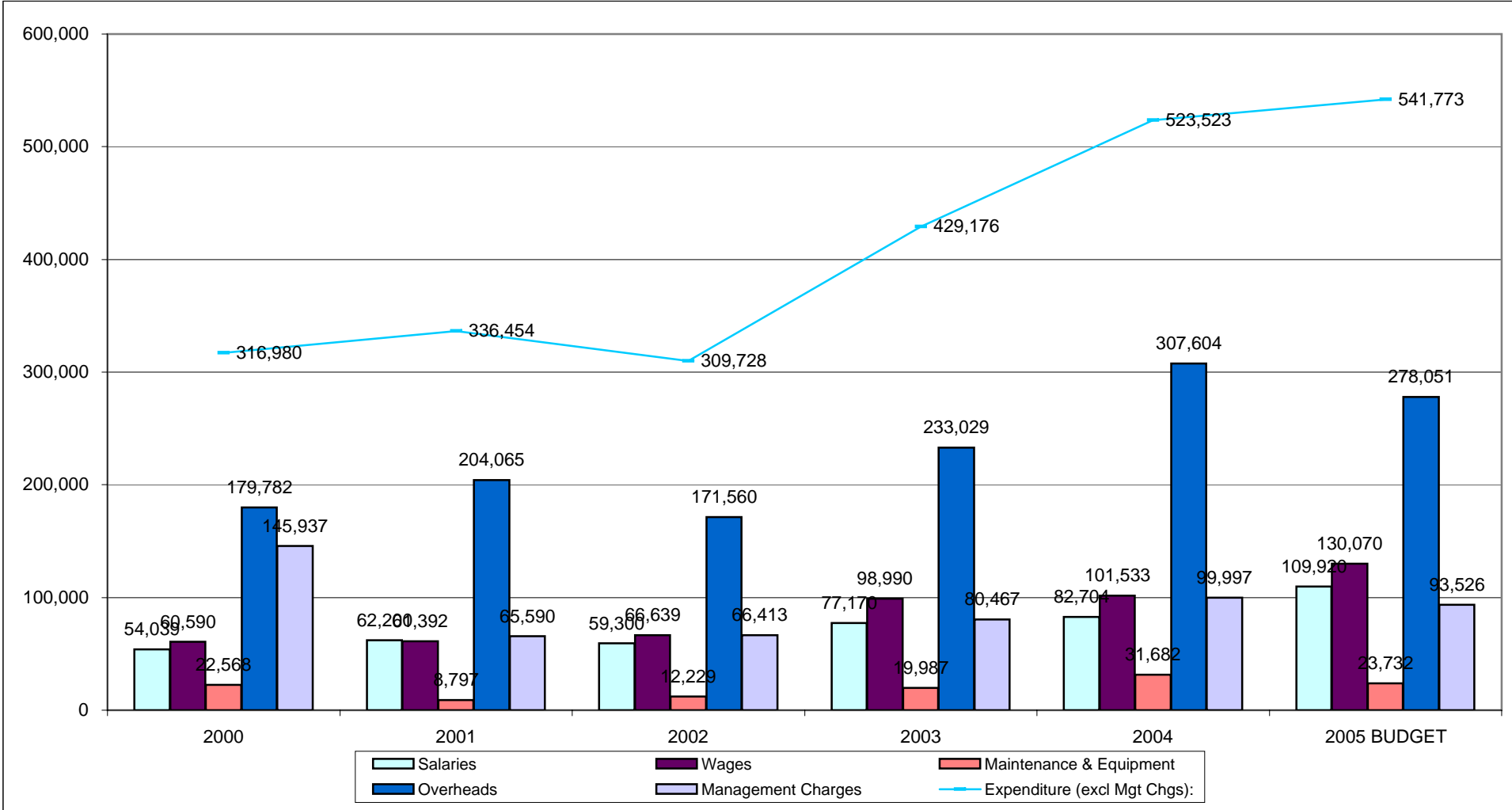
Glencoe PS Financial Health Statement

GLENCOE
INCOME CHART



Glencoe PS Financial Health Statement

GLENCOE
EXPENDITURE CHART



GLENCOE
CAPITAL EXPENDITURE

Capital Projects completed between Financial Yrs 2000 & 2004

Project Title	Value
Clachan Visitor Centre	£3,271,764
Vegetation Survey	£10,000
Achnambeithach Roof	£12,000
VC Public Address System	£4,000
Development Ranger Facilities	£2,000
Footpath Counters	£3,000
Leaflets	£2,000
Expenditure on Capital Projects completed between Financial Yrs 2000 & 2004: £3,304,764	

Funding Sources	%age
Internal Sources	
Value:	£323,785
%age:	10%
External Sources	
Value:	£213,788
%age:	6%
Funding for Capital Projects completed between Financial Yrs 2000 & 2004: £537,573	

3 Year Forecast of Future Capital Projects

Project Title	Value
Achnacon Repairs	£6,000
VC Non-Slip Deck	£5,000
Holiday Cottage	£7,000
DDA Statutory Improvements	£40,000
SNH Concordat - Developing Education, Young NC, Trail Leaflets, SVMS visitor plan, access network, council path network contribution, Interpretation Plan	
Total 3 Year Forecast of Future Capital Projects: £58,000	

Glencoe PS Financial Health Statement

GLENCOE ENDOWMENT & RESERVES

Endowments & Reserves Annual Income

Annual Income from Endowments & Reserves was most recently received in: 2004
The Annual Income received in 2004 from Endowments & Reserves was: £4,484

Endowments & Reserves Information

Type of Endowment or Reserves (eg. Cash/Investments, Farms, Domestic Lets, Land, Forest,
Commercial Property etc):

Account Number of Endowment or Reserves: 6GLE

Year Endowment Originally given (if known): 1996

Original Value of Endowment or Reserves (if known): £6,548

No. of Endowment or Reserves Units held in 2004:

£ Conversion Rate per Unit in 2004:

Current Value of Endowment or Reserves in 2004: £6,548

Glencoe PS Financial Health Statement

GLENCOE
ENDOWMENT & RESERVES

Endowment Requirement Calculation - Based on the Chorley Formula as applied to 2004 Actual Results (ref: 'Endowments and the Chorley Formula' Paper to NTS Council 21 July 2000)

Expenditure

Annual Expenditure (excl Management Charges & based on 2004 results):	£523,523
Annual Management Charges (based on 2004 results):	£99,997
Total Annual Expenditure:	<u>£623,520</u>
Contingencies Uplift (12.5% of 'Total Annual Expenditure'):	£77,940
Improvements Uplift (7.5% of 'Total Annual Expenditure'):	£46,764
Total Annual Adjusted Expenditure:	<u>£748,224</u>

Income

Annual Income (excl Investment Income & based on 2004 results):	£680,243
Deduction for 1/3 of Rents (based on 2004 Rental Income):	-£5,663
Annual Investment Income (based on 2004 results):	£4,484
Total Annual Income:	<u>£679,065</u>

Endowment Calculation

Net Surplus/(Deficit) - Total Annual Adjusted Expenditure <u>less</u> Total Annual Income:	-£69,159
Add: Real Value Uplift (50% of 'Surplus/Deficit'):	-£34,580
Uplifted Net Surplus/Deficit:	<u>-£103,739</u>
Add: Capitalization:	3.75%

Based on the Chorley Formula, the endowment required (rounded to nearest £'000) for this property is:	<u><u>£2,766,000</u></u>
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