

FASR and Brimham Rocks









Core purpose

The National Trust was founded in 1895 to promote the permanent preservation for the benefit of the nation of lands and tenements, including buildings, of beauty or historic interest and as regards lands so far as practicable for the preservation of their natural aspect, features and animal and plant life. We describe that more simply now as 'looking after special places for ever for everyone'.

Facts & Figures

- The National Trust has 745 car parks, 411 holiday cottages, 4.45 million members (from 2.17 million memberships)
- Membership income £150m
- 11,000 employees, 68,000 volunteers
- 1 in 10 of all the museums in England, Wales and Northern Ireland are looked after by NT.



Virtuous circle

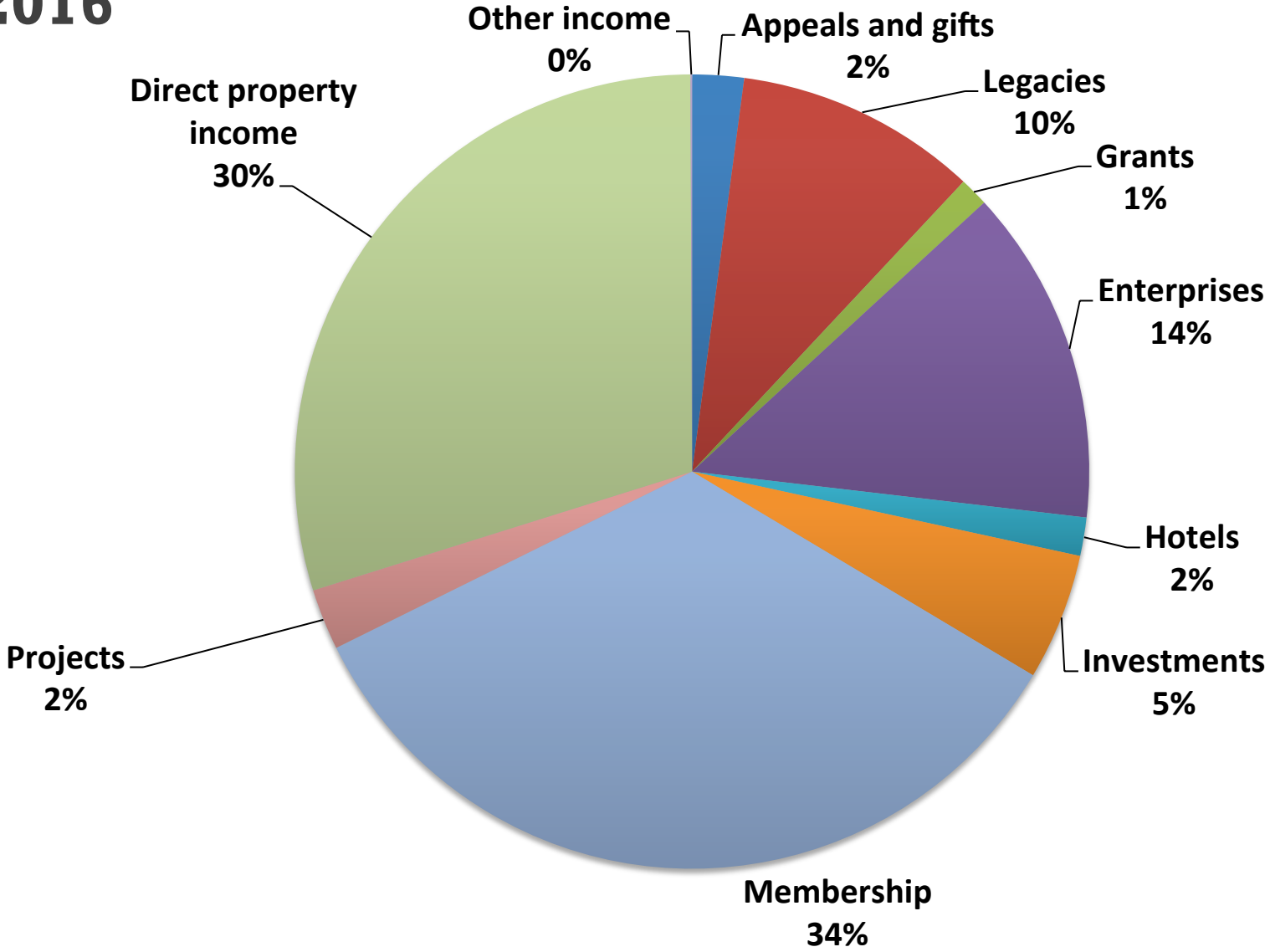


“A National Trust in which our conservation work and public communications respond to the threats of today, while ensuring we maintain the highest standards of care for the legacy we look after....

“...where the public believe that what we do is relevant to their day-to-day lives, and are connected emotionally and practically to our places and what we stand for...

“...and in which we have the skills and resources we need to do our job with ease and confidence, and where we feel proud to work”.

NT income 2016



Conservation & Maintenance Need



Every property has a calculated maintenance need that they should be spending annually. There are five categories, buildings, gardens, countryside, collections & interiors and interpretation & programming

Baseline

Each property has a baseline. This baseline determines how much of the property operating contribution gets retained each year. It changes annually to reflect the level of reserves available to each property



Reserves

Reserves at properties will in future be split between restricted reserves (only spent at the property) and unrestricted reserves (available to spend across a GM property portfolio)



Internal Credits Available in Future

Member Visit Credit

- Credit received for each member visit at a pay for entry property
- A flat rate per visit

Member Outdoor Credit

- New credit for countryside and parks that charge for parking
- Flat rate per car park scan (launch 2017)

Recruitment Credit

- Credit received at property for recruiting or now also renewing a membership
- Credit based on value and quality

Education Group Credit

- Credit received for each education group member visit
- Flat rate, same as member visit rate

Raffle Credit

- Credit that doubles any raffle money a property raises

Basic Calculation

More Detail

Properties generate Income, e.g. rents, commercial, admission



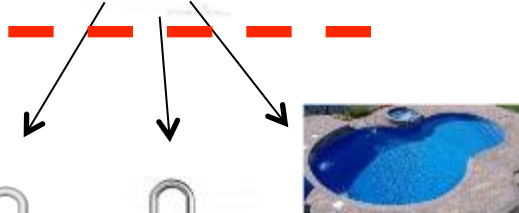
Less Property expenditure, wages, overheads



Equals Cash Operating Contribution



A property baseline works out how much goes into reserves and how much in a "need pool"



Retained unrestricted and restricted property reserves



Each property receives differing levels of restricted or unrestricted income

All operating expenditure (excluding projects) is offset against the income (restricted first) to arrive at a net contribution

How much of the cash operating contribution each property keeps depends on the level of restricted income and the ability to fund the property maintenance need

How much each property contributes to or takes from the need pool is established using a baseline

Properties keep ALL of the excess contribution above their baseline target in reserves. Unrestricted reserves can be spent at any property in a portfolio

Finance Model

- Our properties /portfolios operate as business units
- Although most income is received centrally, the value to members is at property
- We use endowments at acquisition (Chorley), but subsequently can make more return by investing elsewhere
- We give accountability to properties & worry about the big stuff centrally!

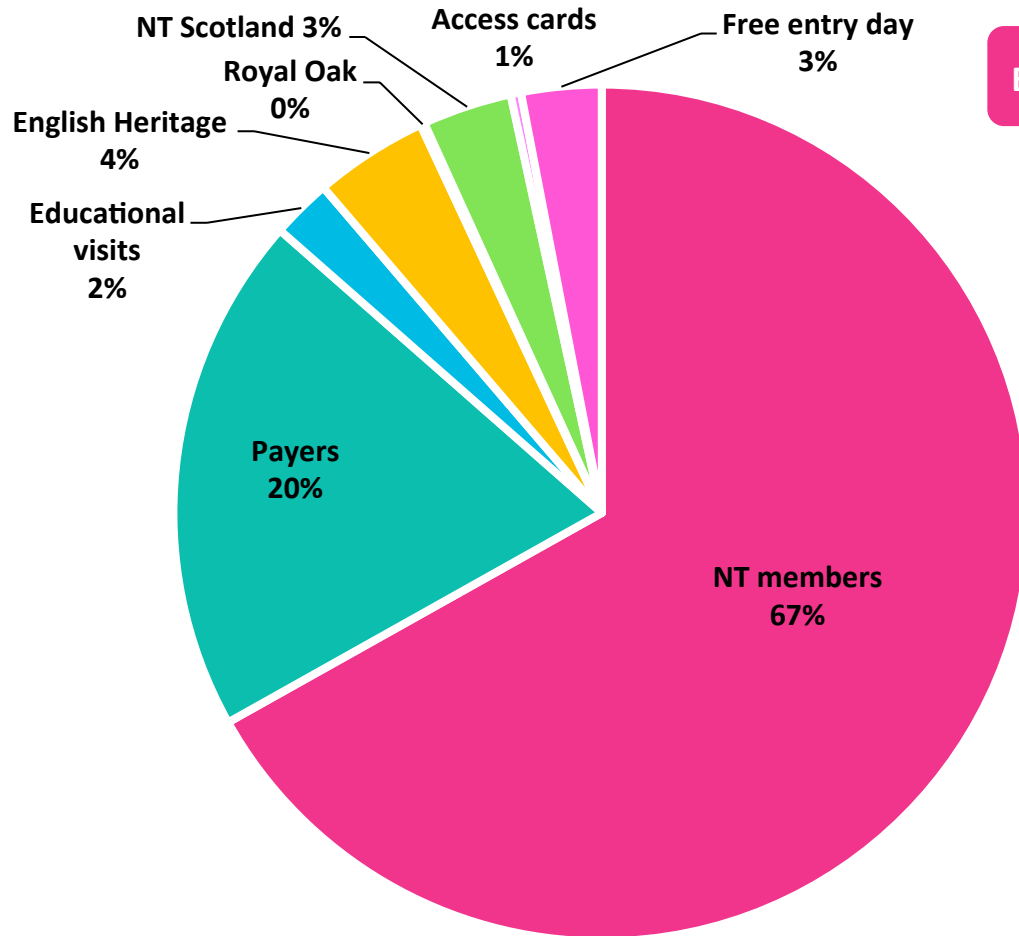
Welfare state v Free market

- Underlying obligation is maintenance & conservation – little & often “need”
- For sustainability need to be incentivised to grow income / reduce cost – the reward is projects
- Allow GMs to make informed planning decisions to plan backlog & development
- Still keep some central funds to intervene

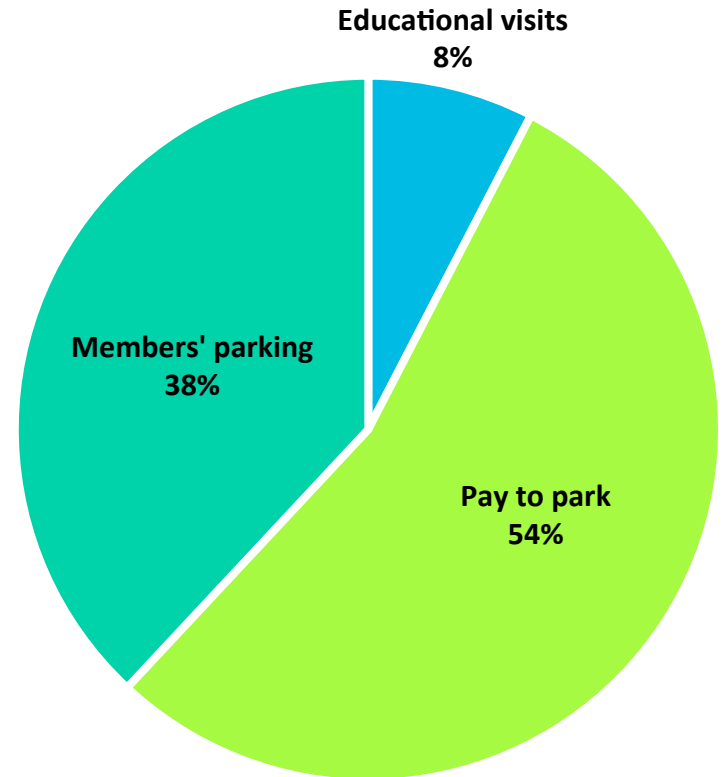


Who comes to see us?

Fountains Abbey and Studley Royal



Brimham Rocks



Where do our visiting Members live?

Number of Memberships 95,310
 Number of Members 187,379

Select a Type of Location
 Region of Residence



Visit Details

Visit Date
 01/01/2015 to 31/12/2015

Property Region
 Yorkshire and North Ea..

Property Name
 Fountains and Studley Royal

Membership Group
 All

Members or Memberships
 Members

Visits
 * 4
 ● 5,000
 ● 10,000
 ● 17,159

Last Updated

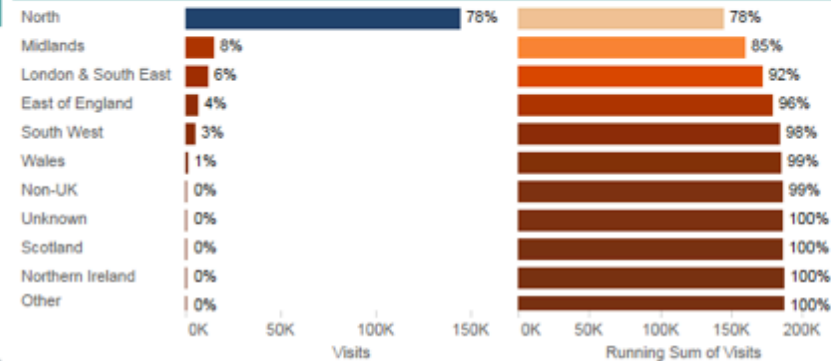
1 November 2016

Home Address of our Visiting Members (stars are properties)

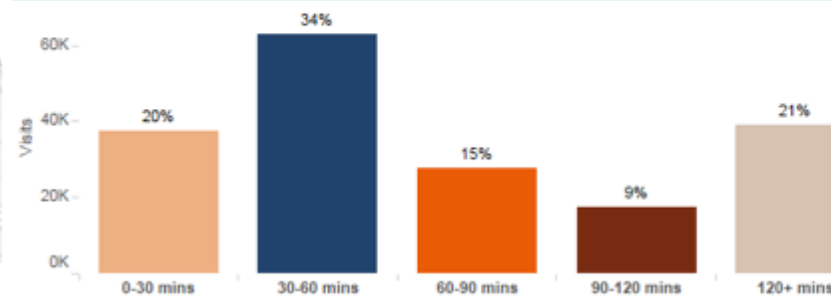


Use the below scale to view a drive time (mins) from the property To 60

Region of Residence (Members)



Drive Time from Property for Members (minutes)



Membership potential surrounding a property

Of the fit households within 6 to 60 minutes of Fountains and Studley Royal, 17% have memberships, or 39,739 memberships. If the fit households within 6 to 60 minutes of Fountains and Studley Royal had a penetration of 30% this would lead to 29,566 additional memberships



Property name
Fountains and Studley Royal

Drive Time
0.23408 to 60

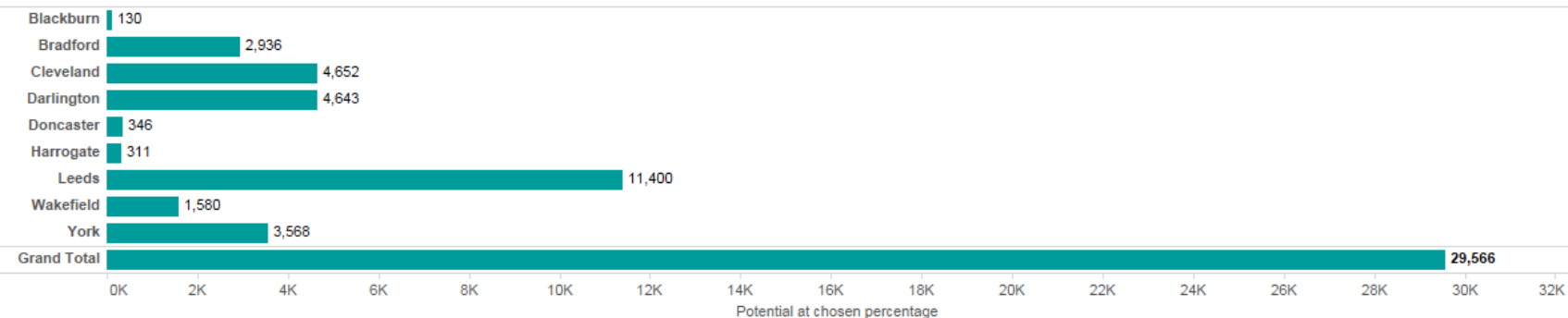
Potential @
30%

Hover over the ? for help

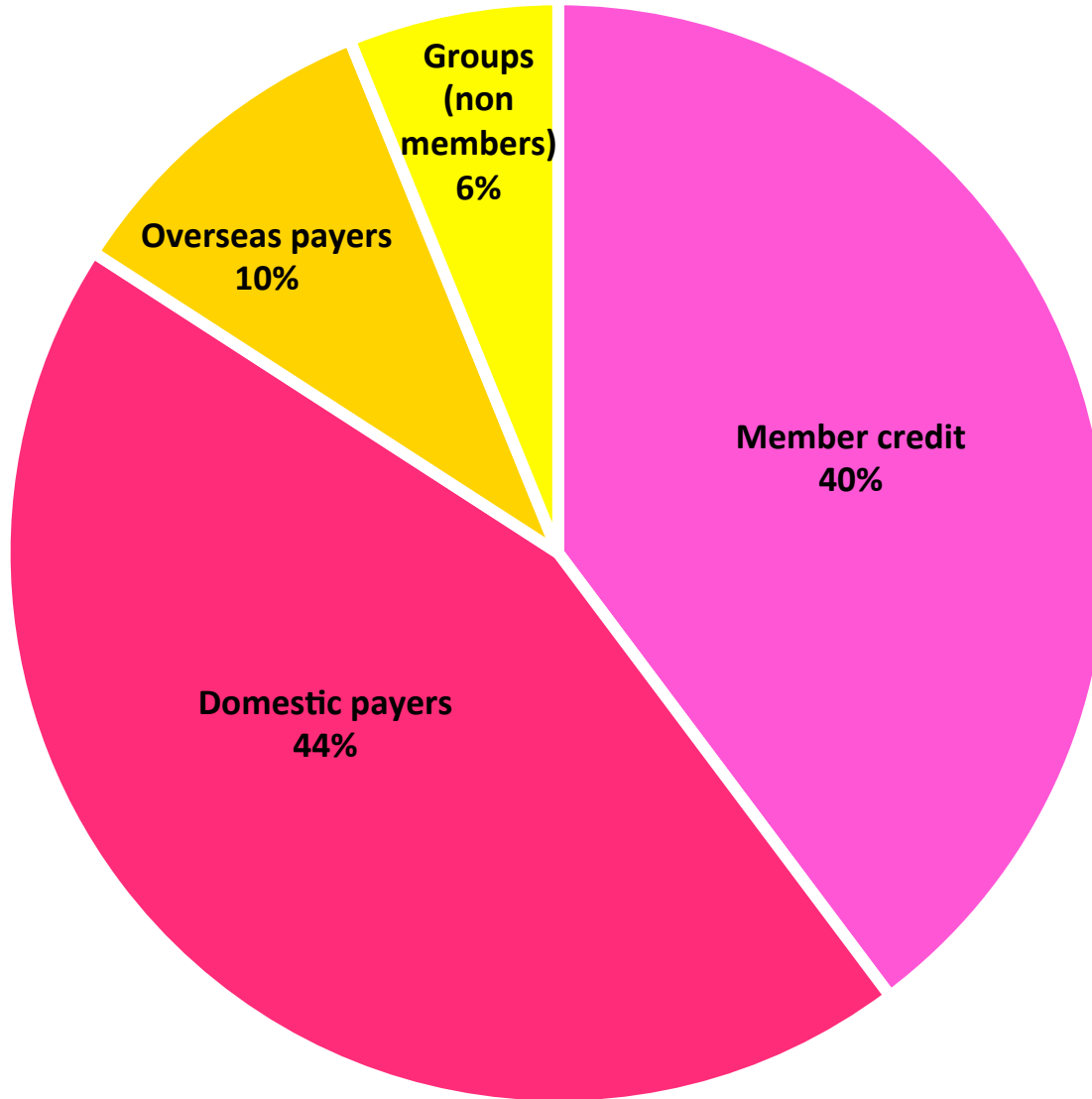


Report last updated

16/08/2016 13:41:44

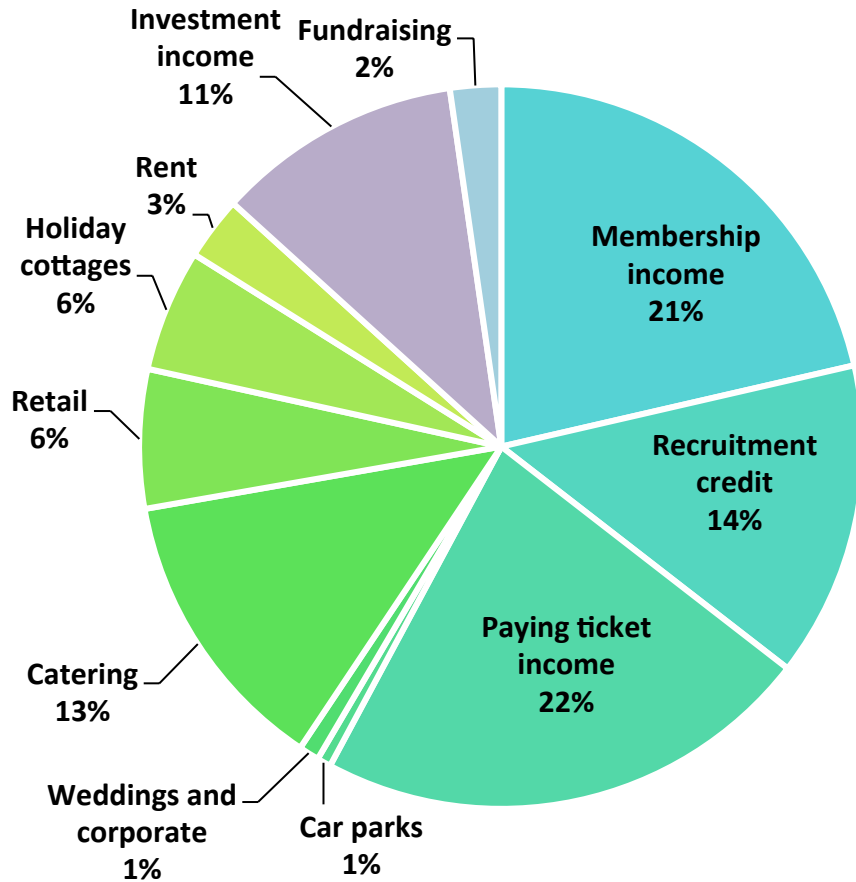


Visitors by income

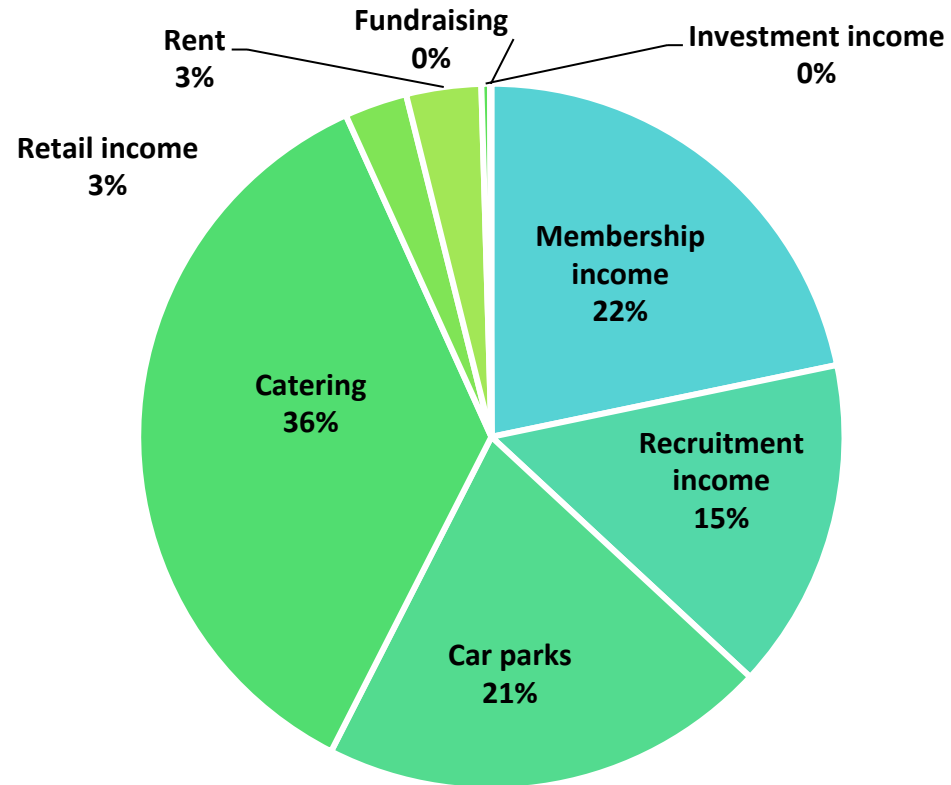


How do we fund what we do?

Fountains Abbey and Studley Royal

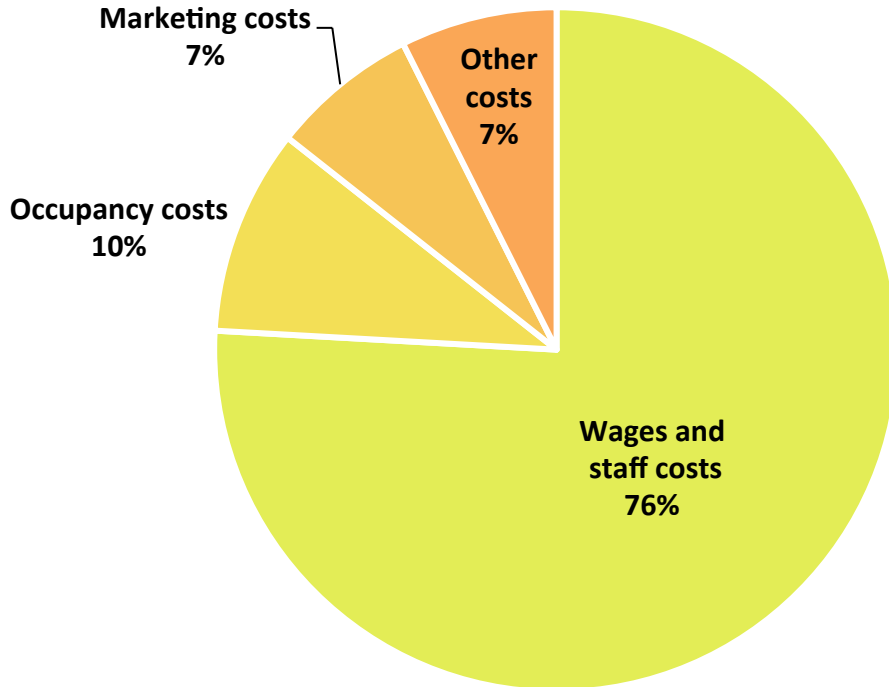


Brimham Rocks

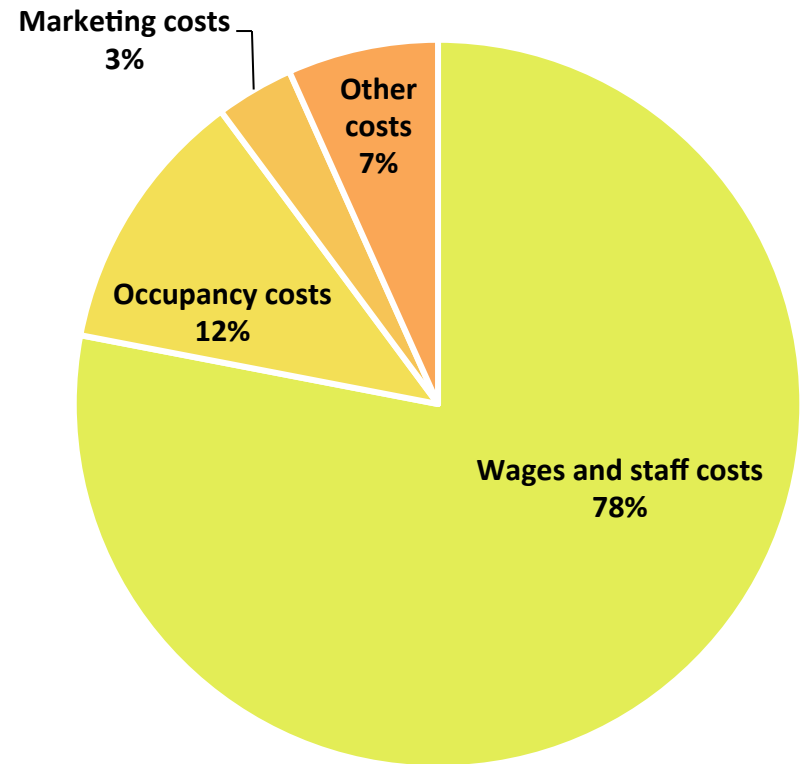


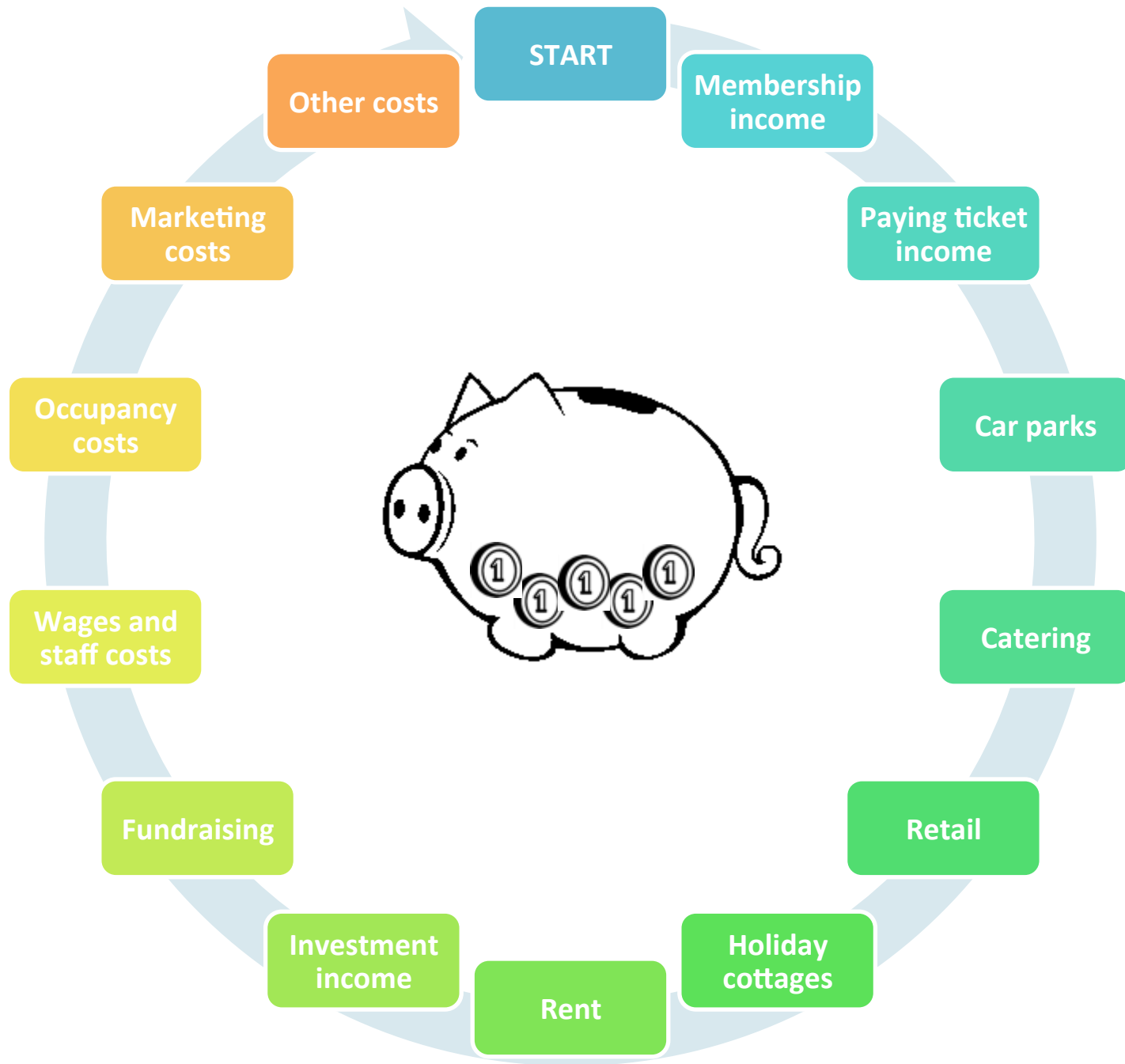
Where we spend money...

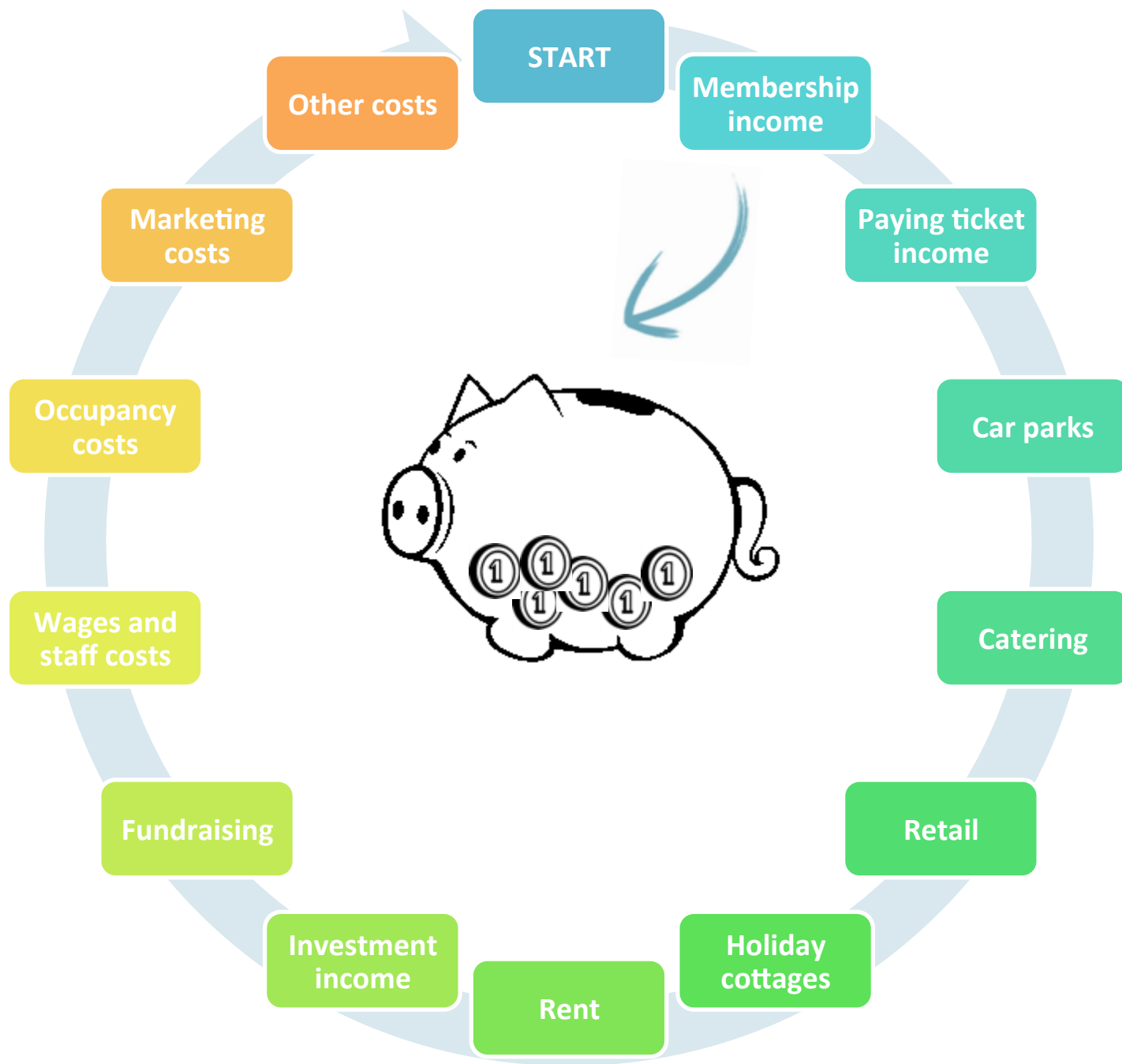
Fountains Abbey and Studley Royal

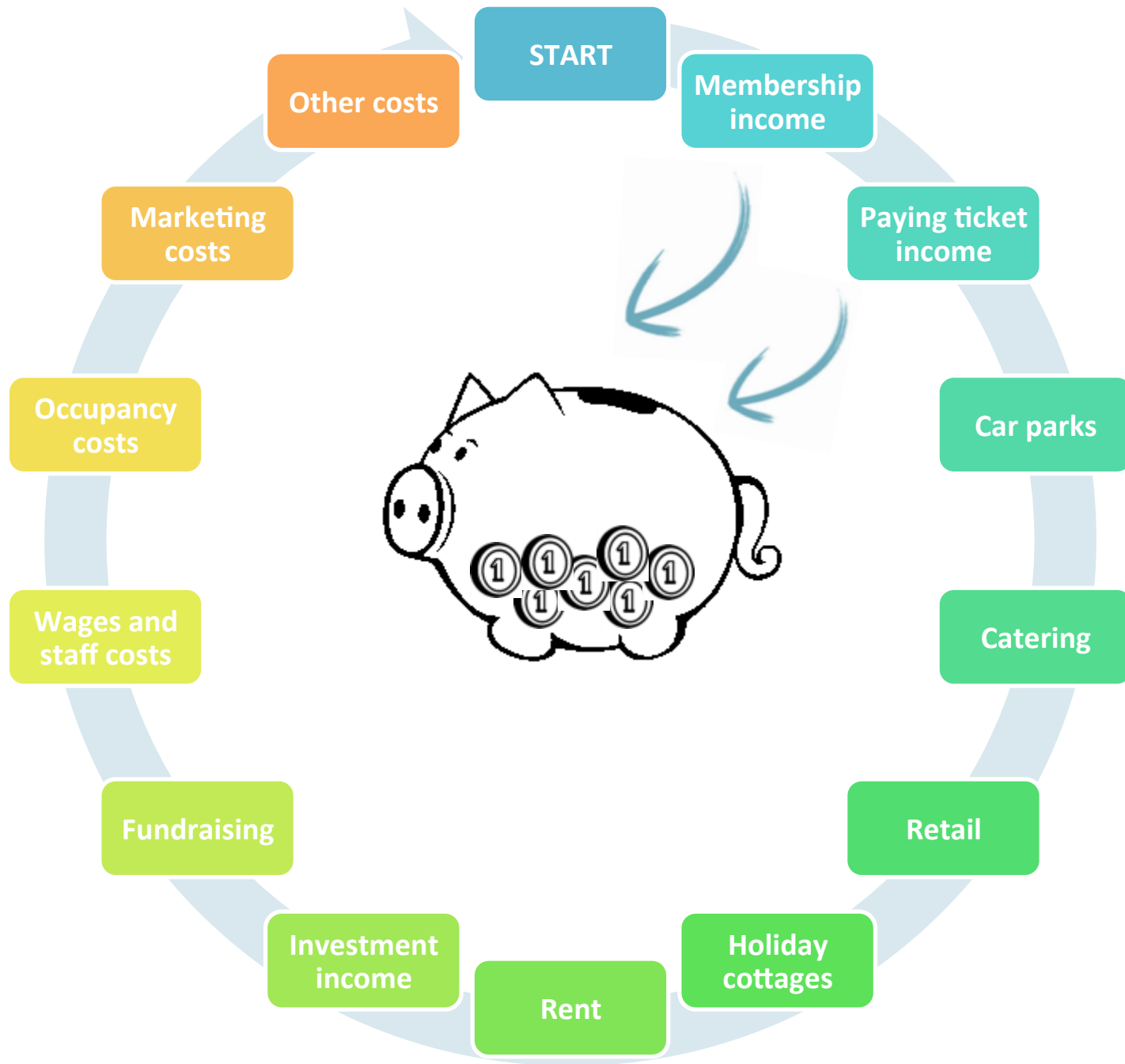


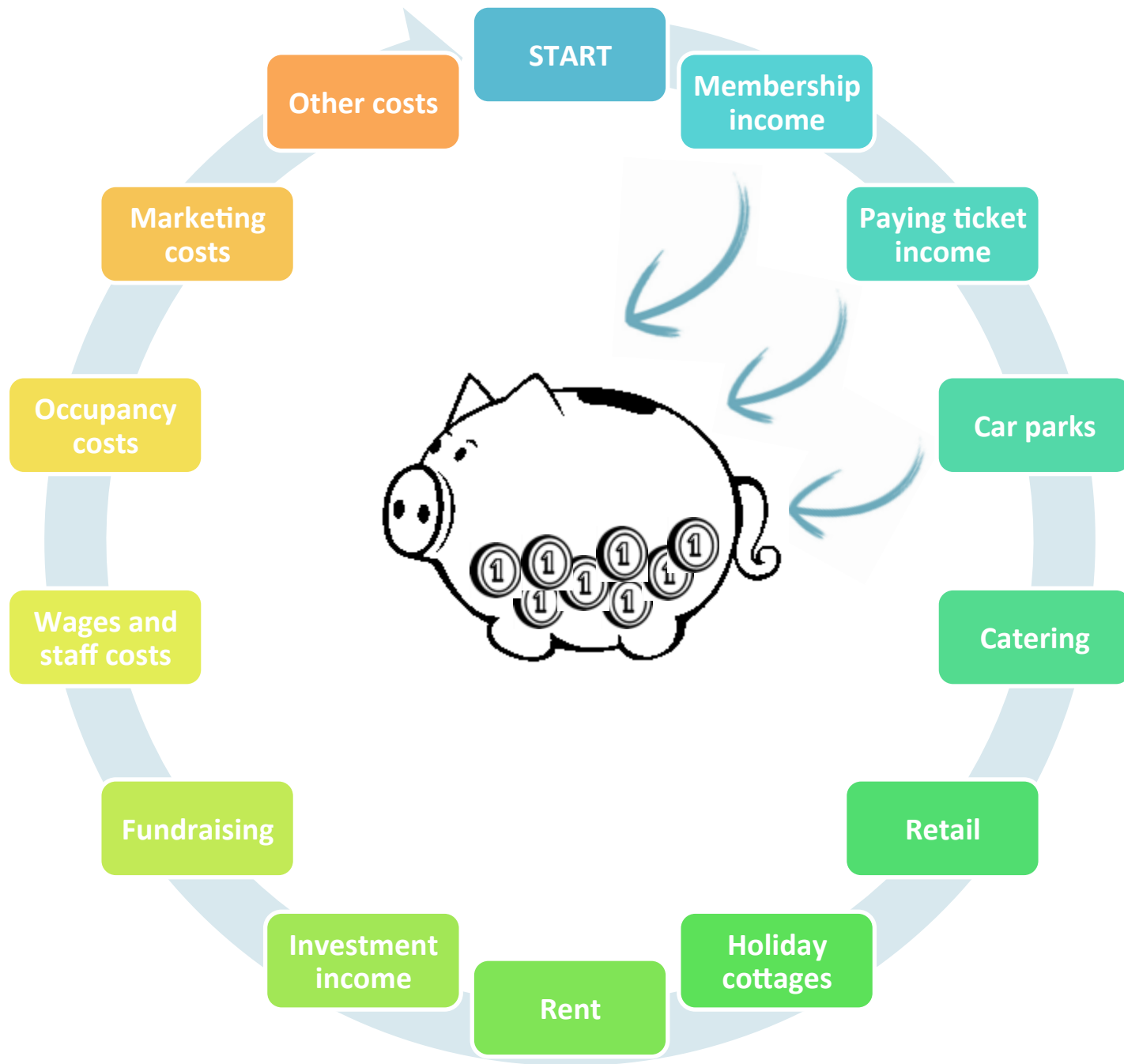
Brimham Rocks

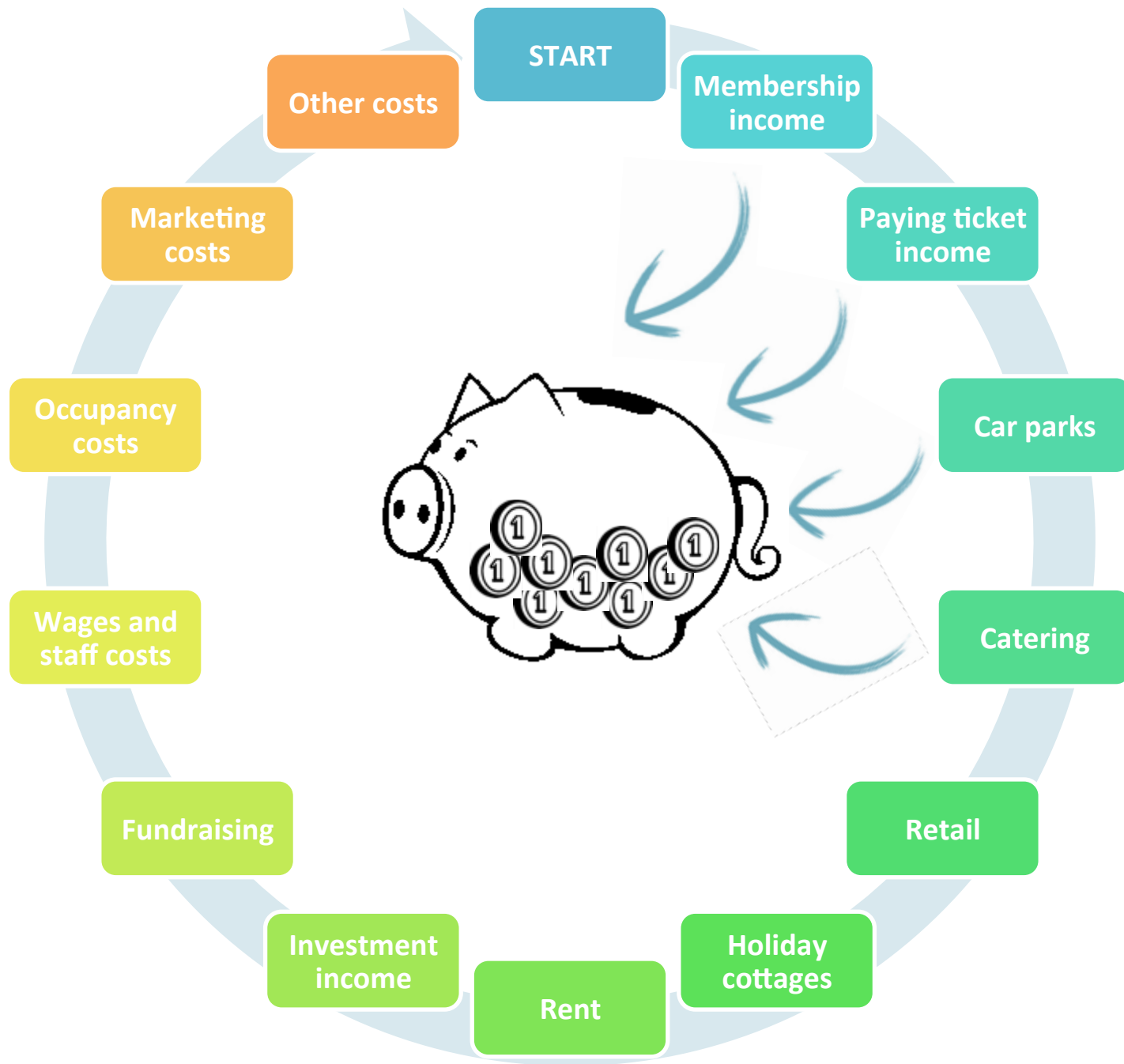


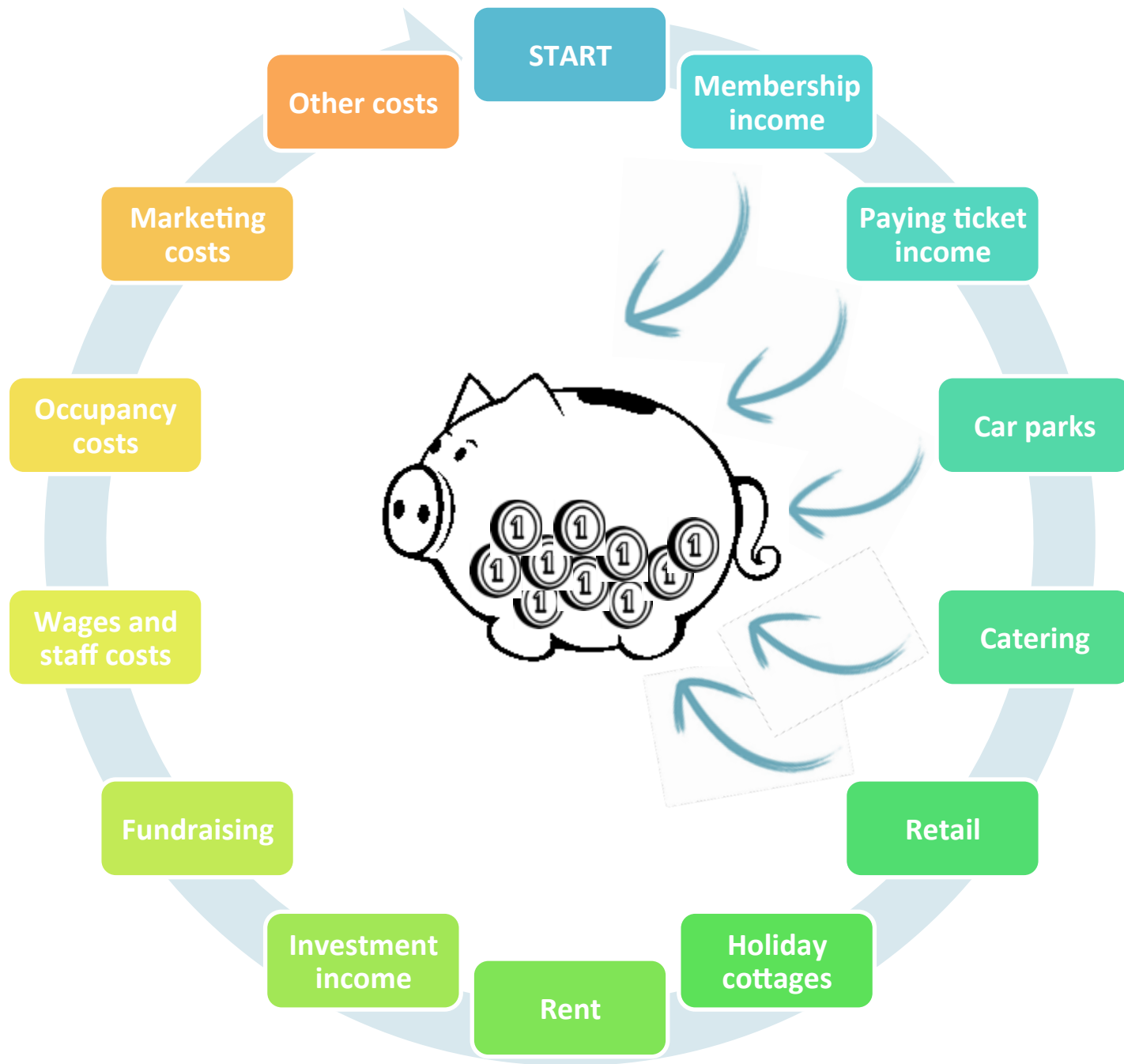


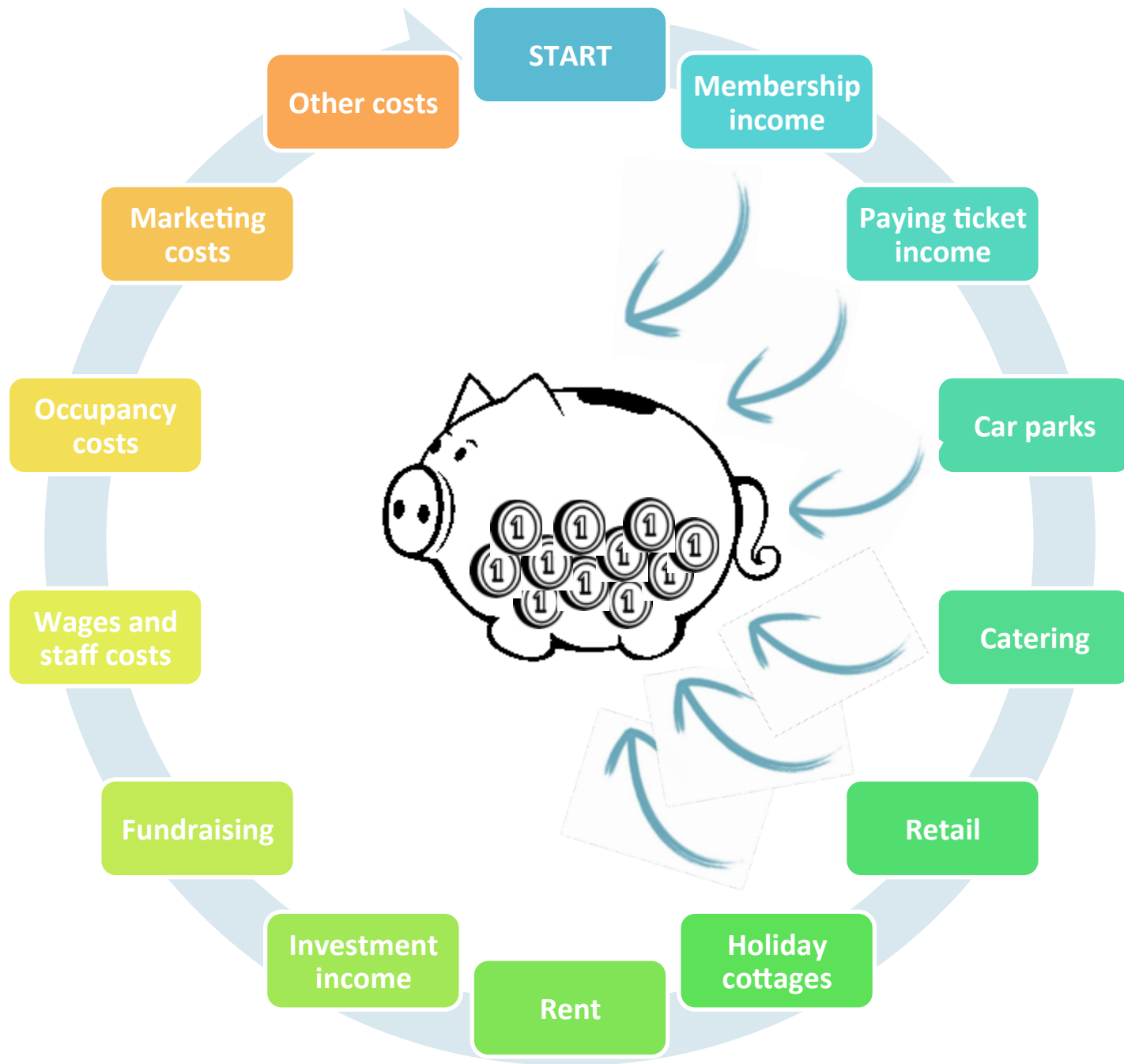


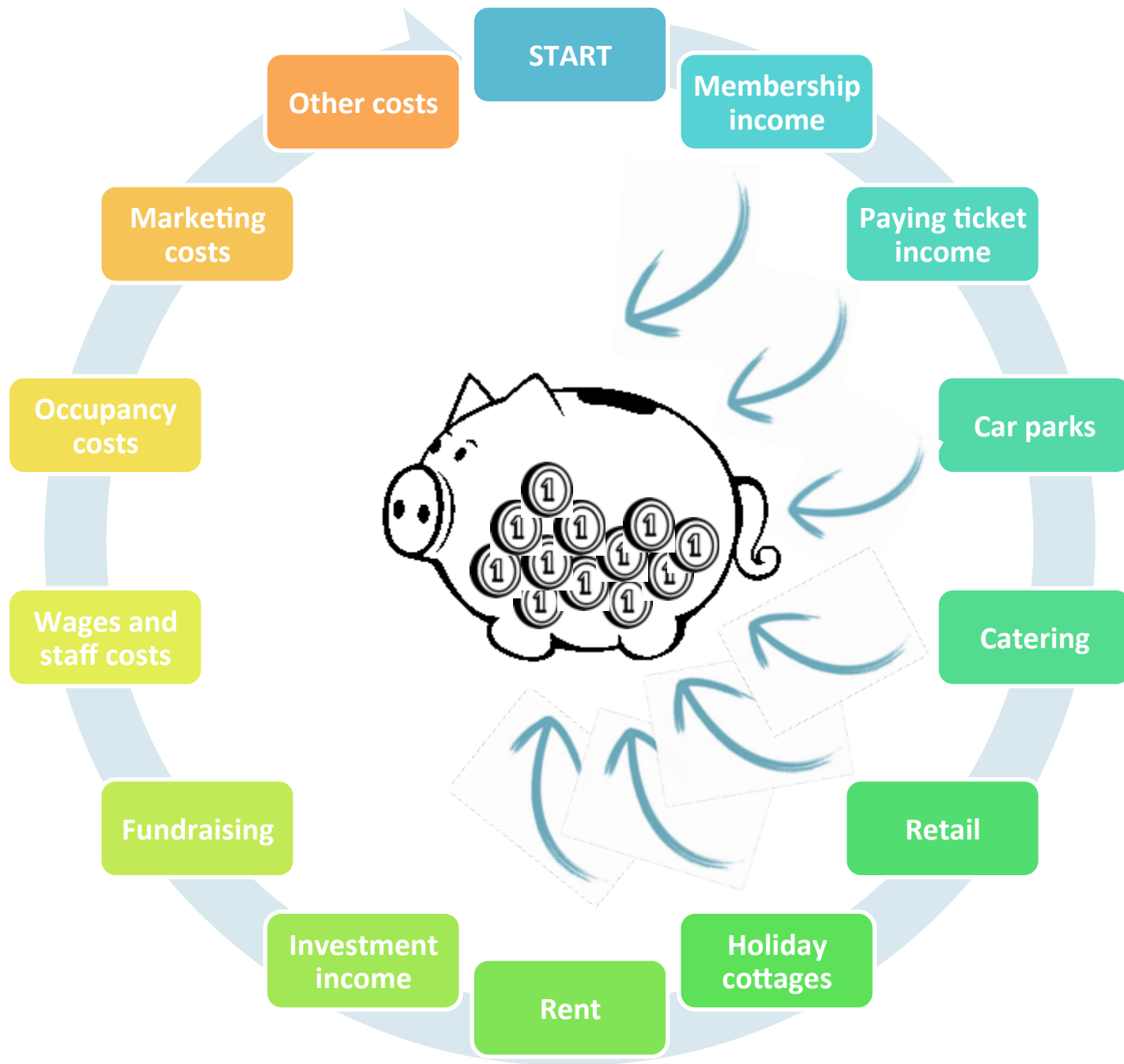


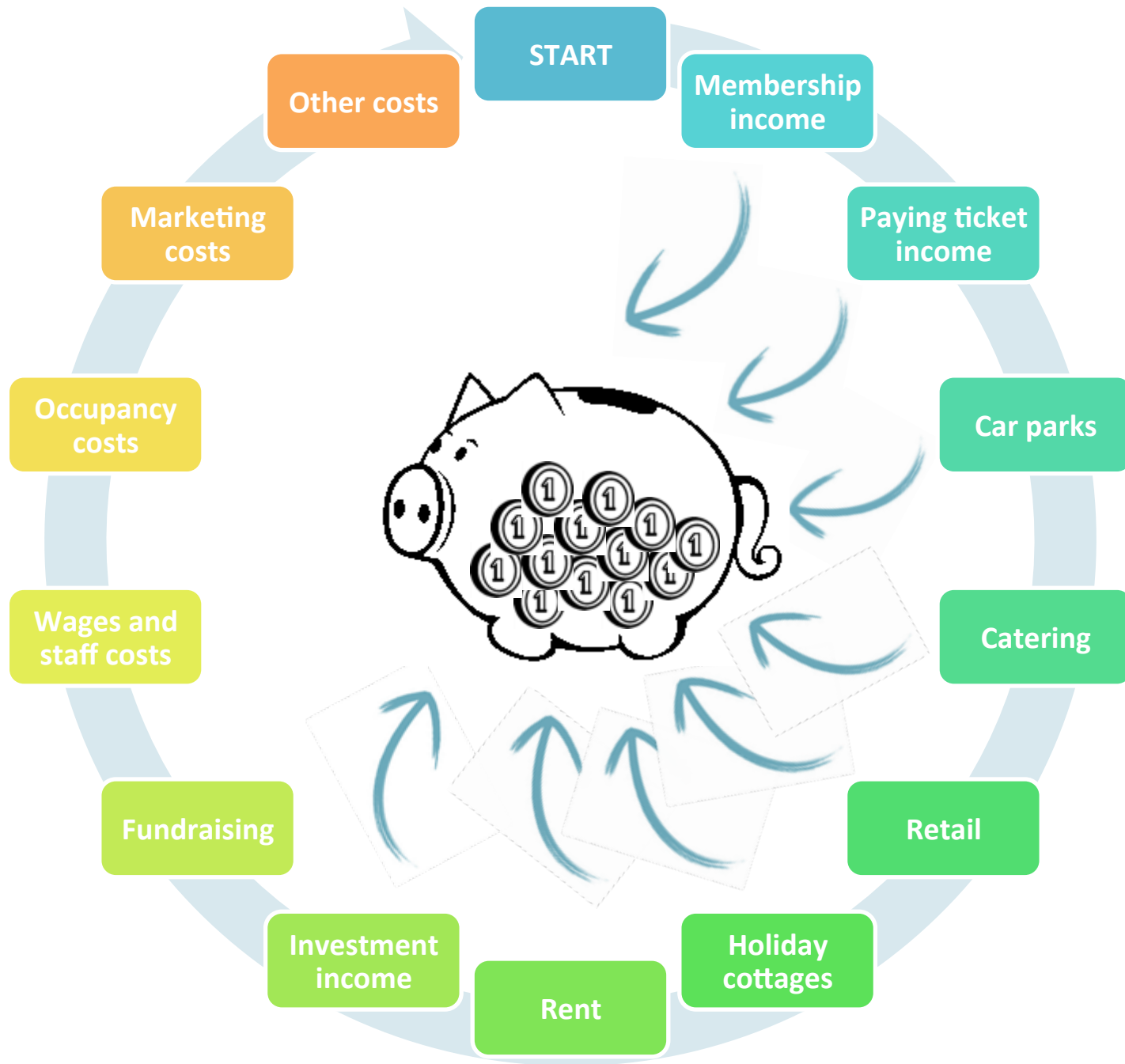


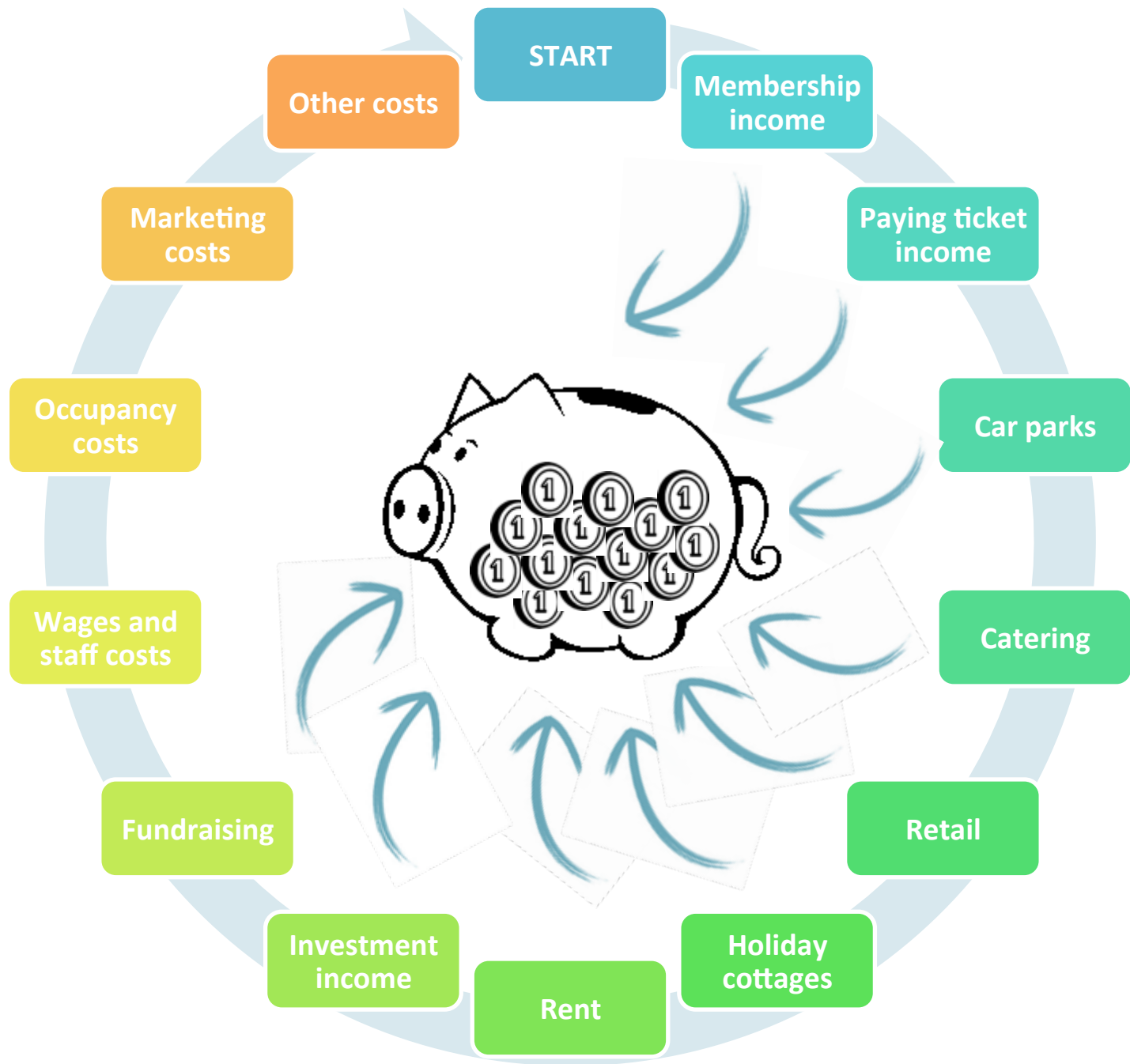


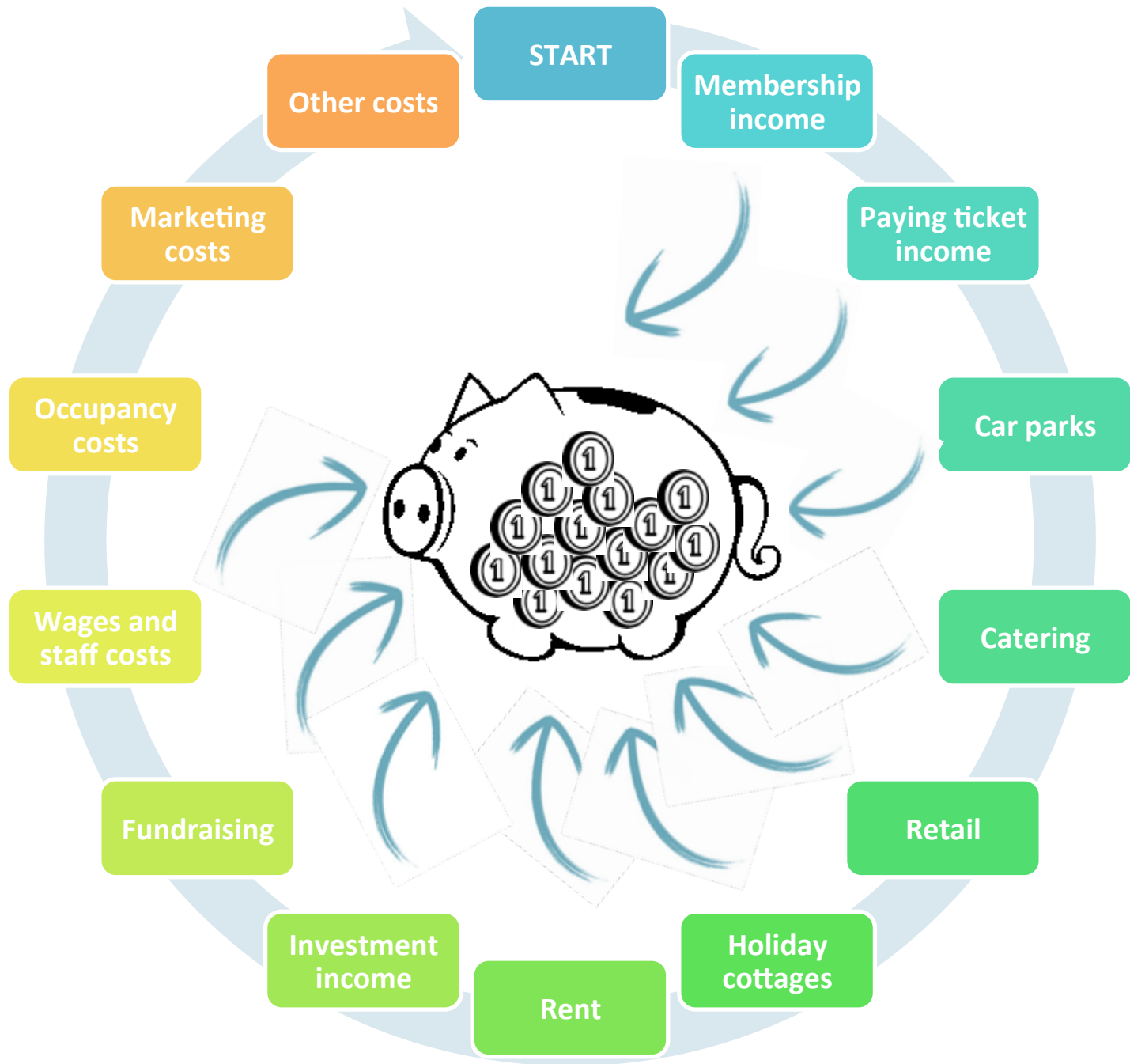


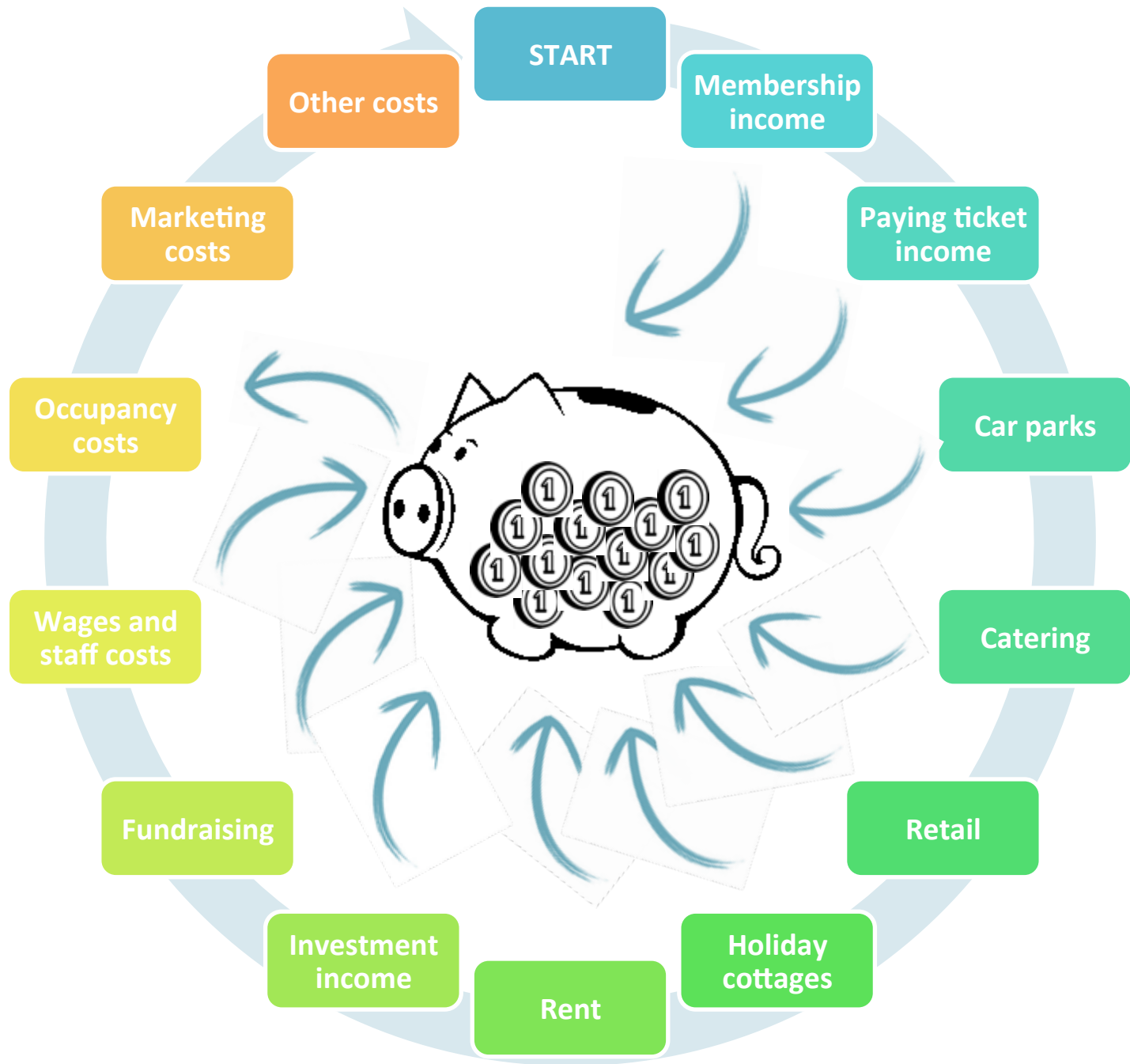


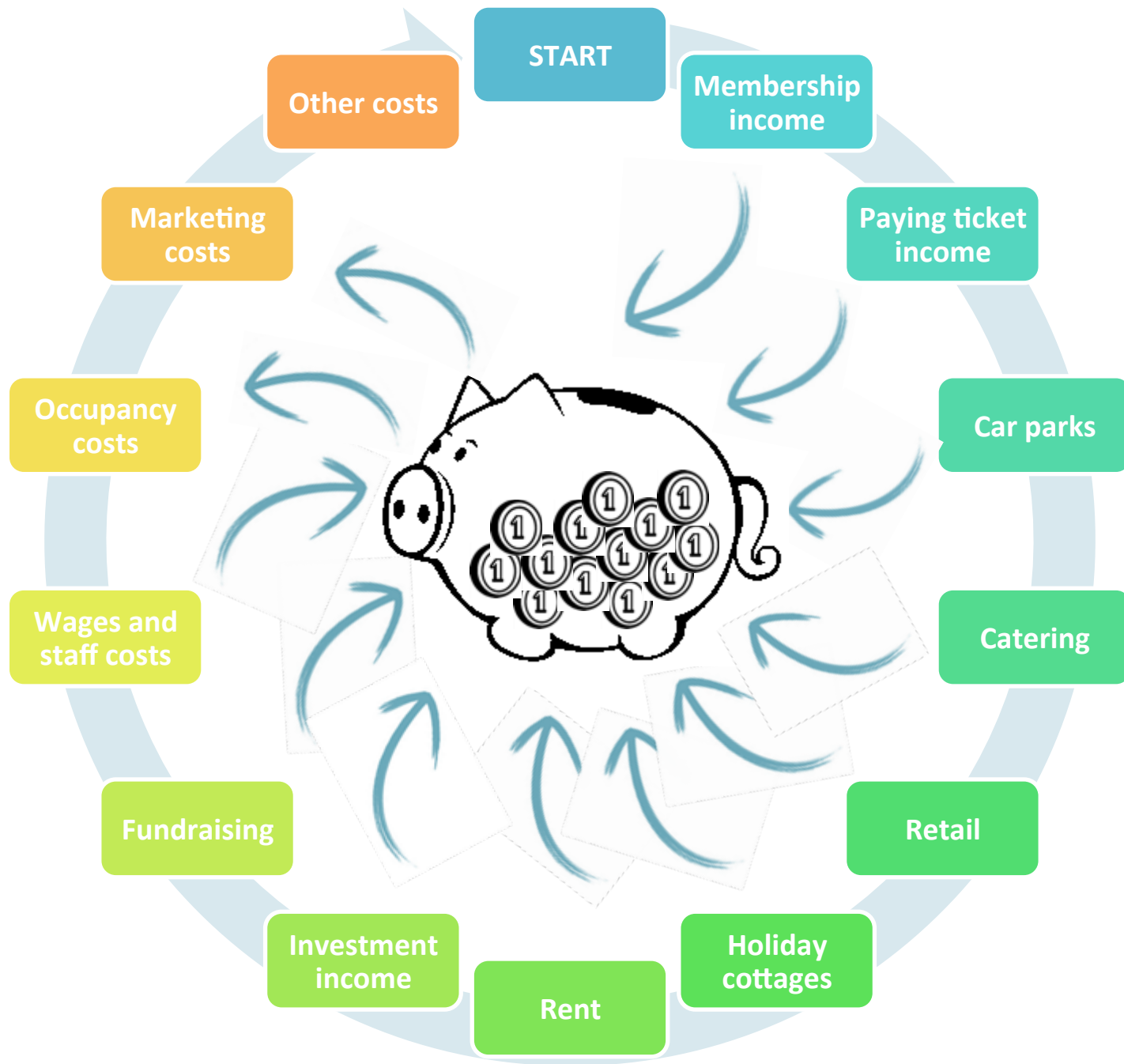


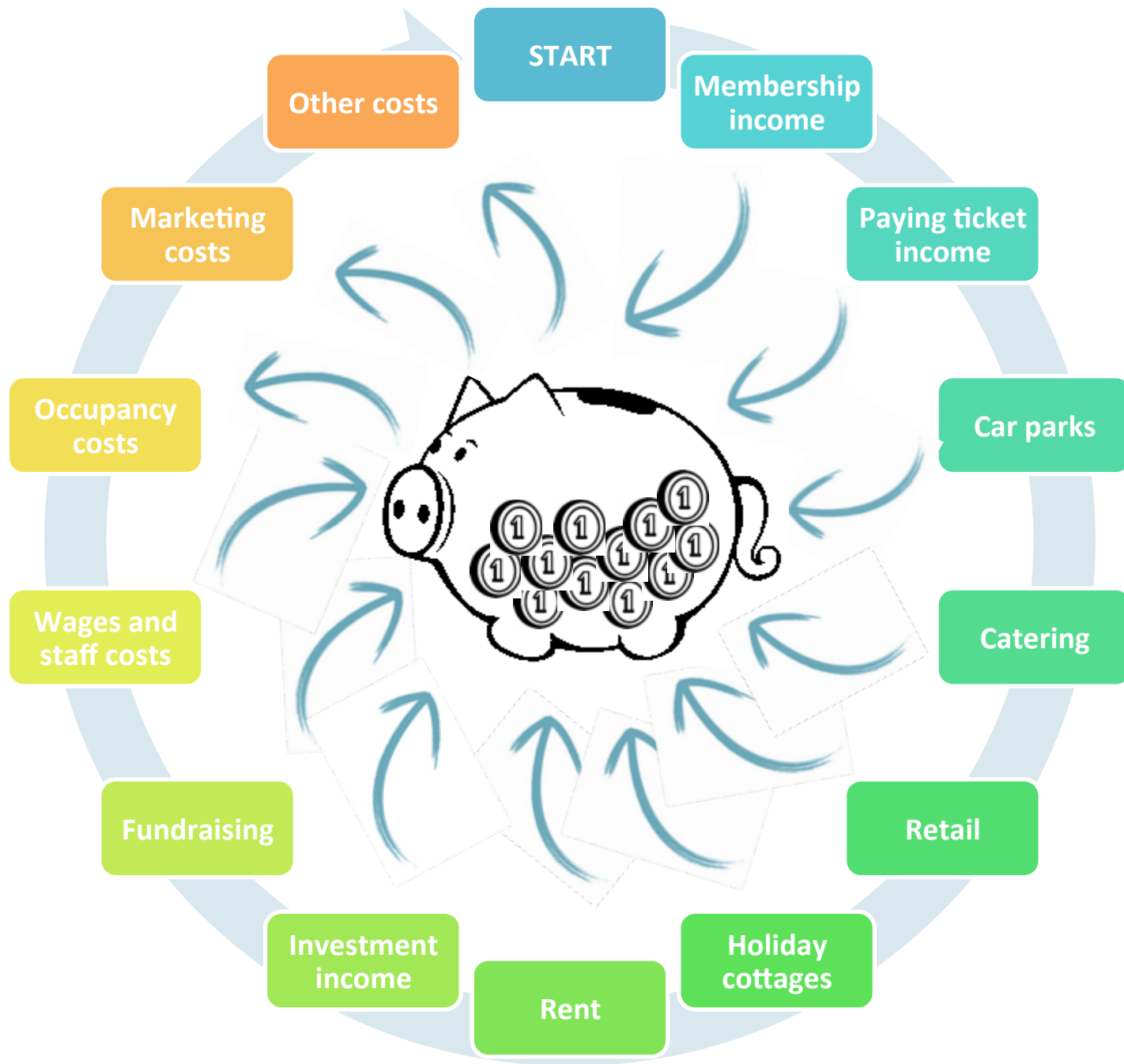




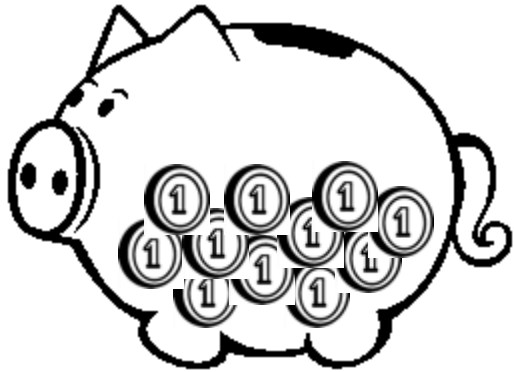




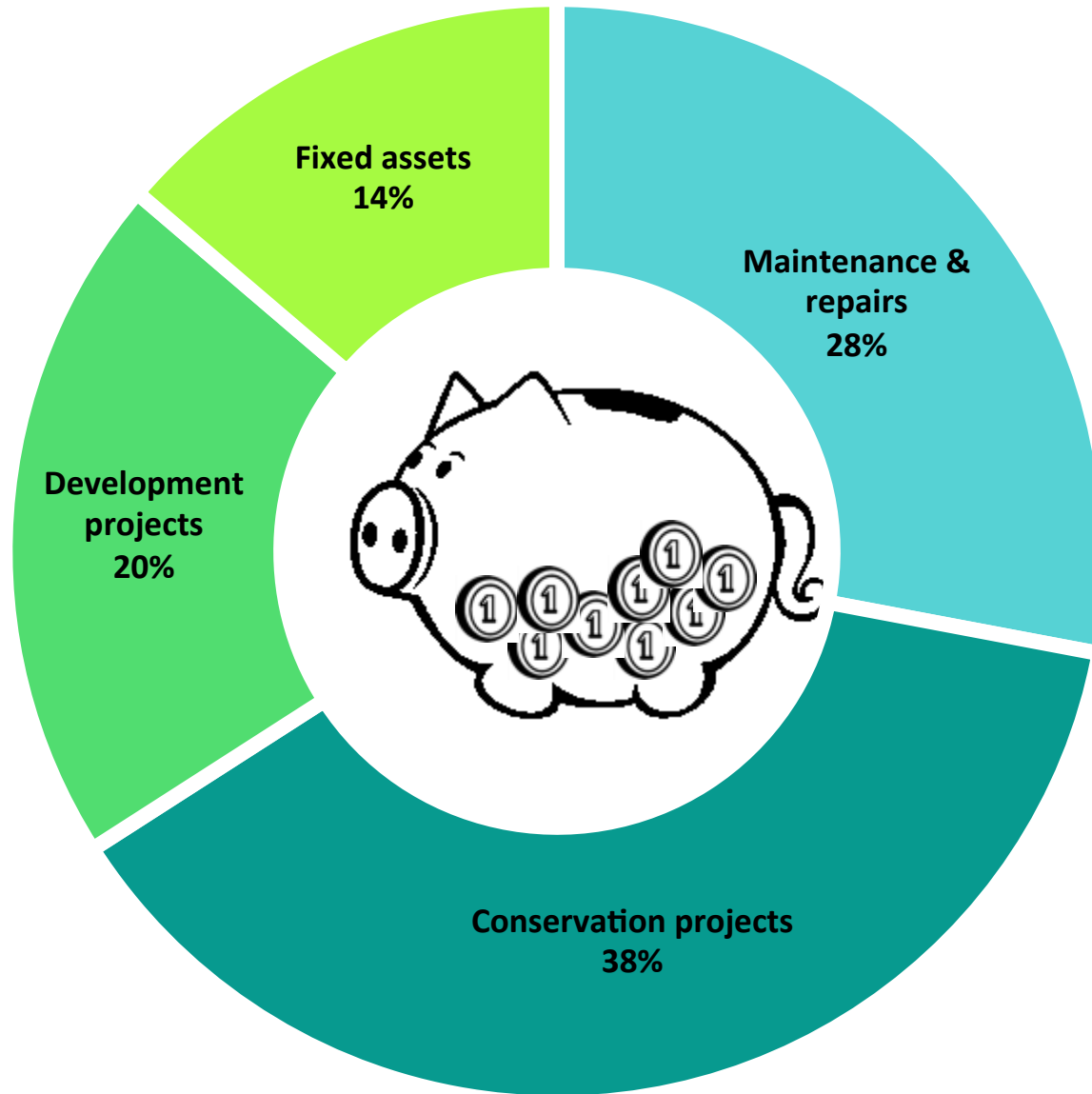




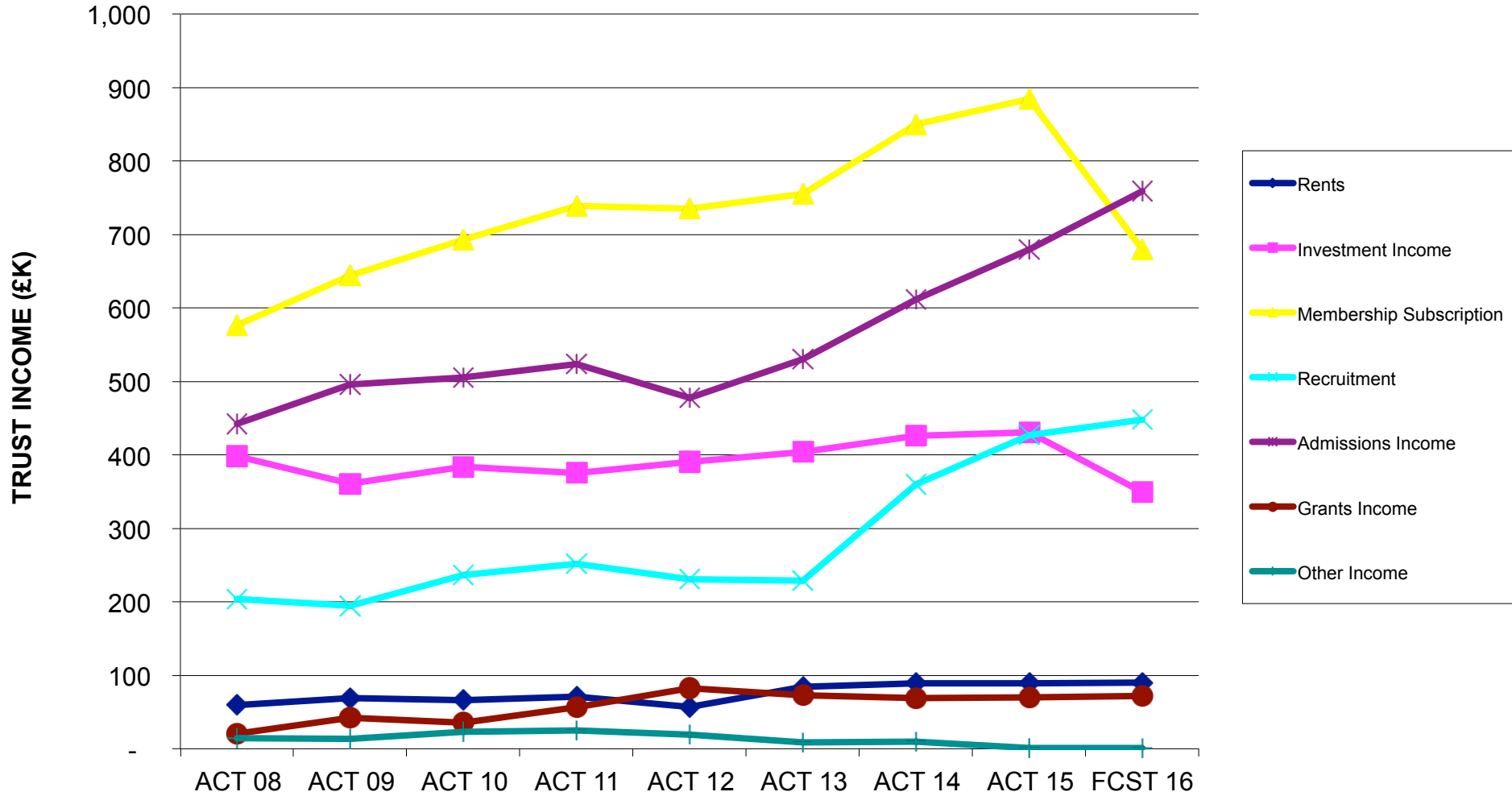
What happens to what's left...?



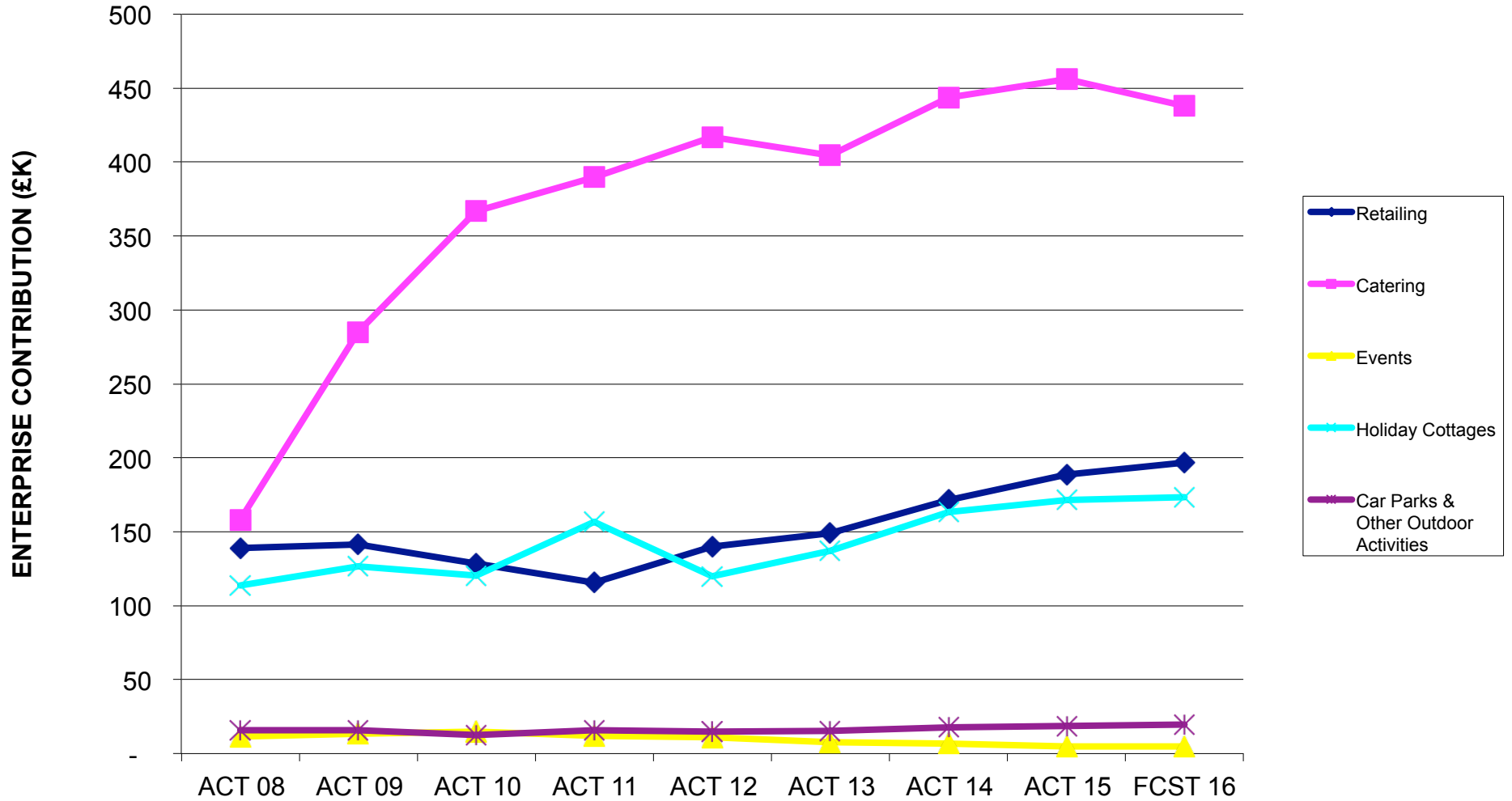
projects...



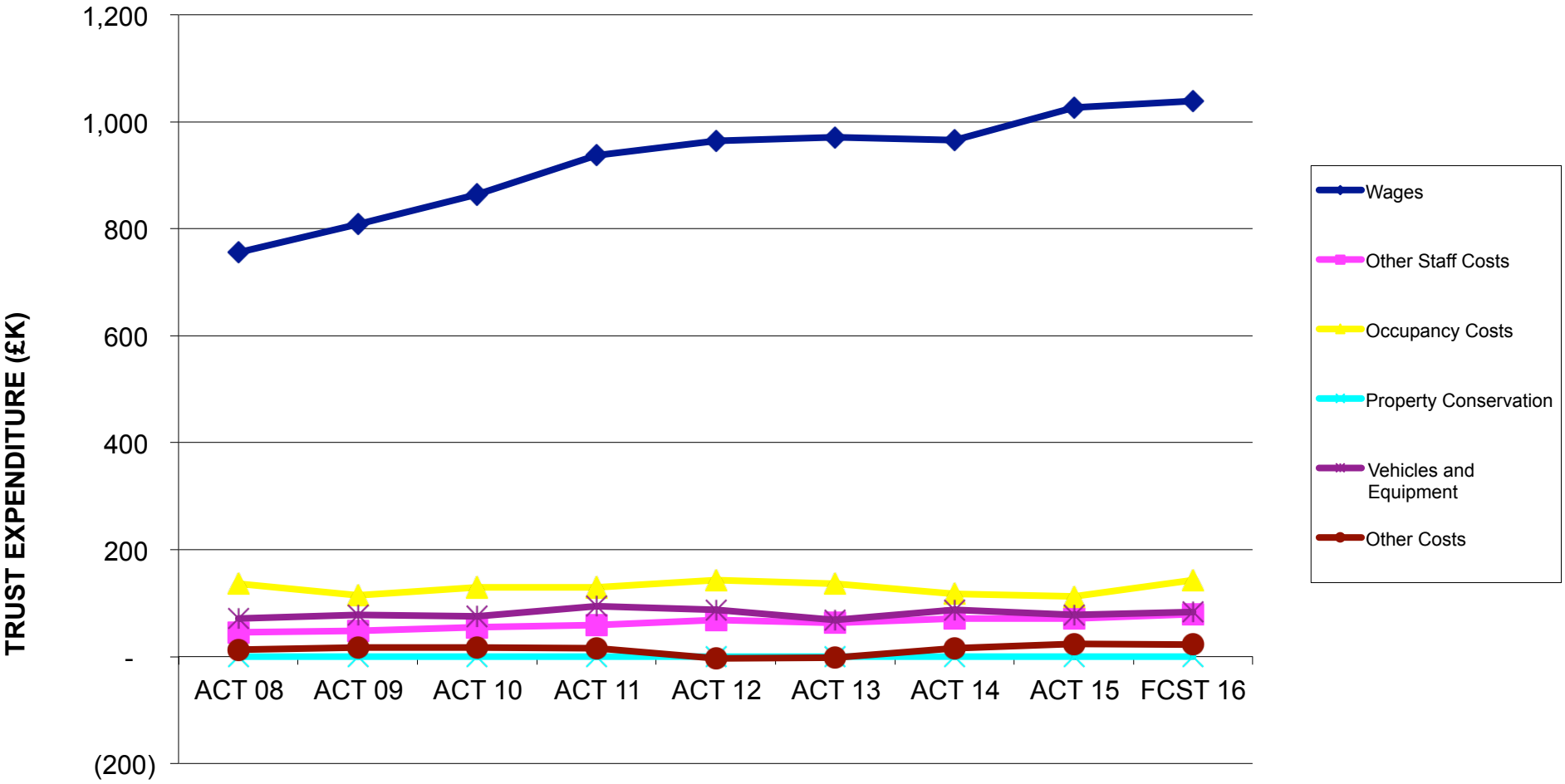
Fountains Abbey Estate Trust Income



Fountains Abbey Estate Enterprises Contribution

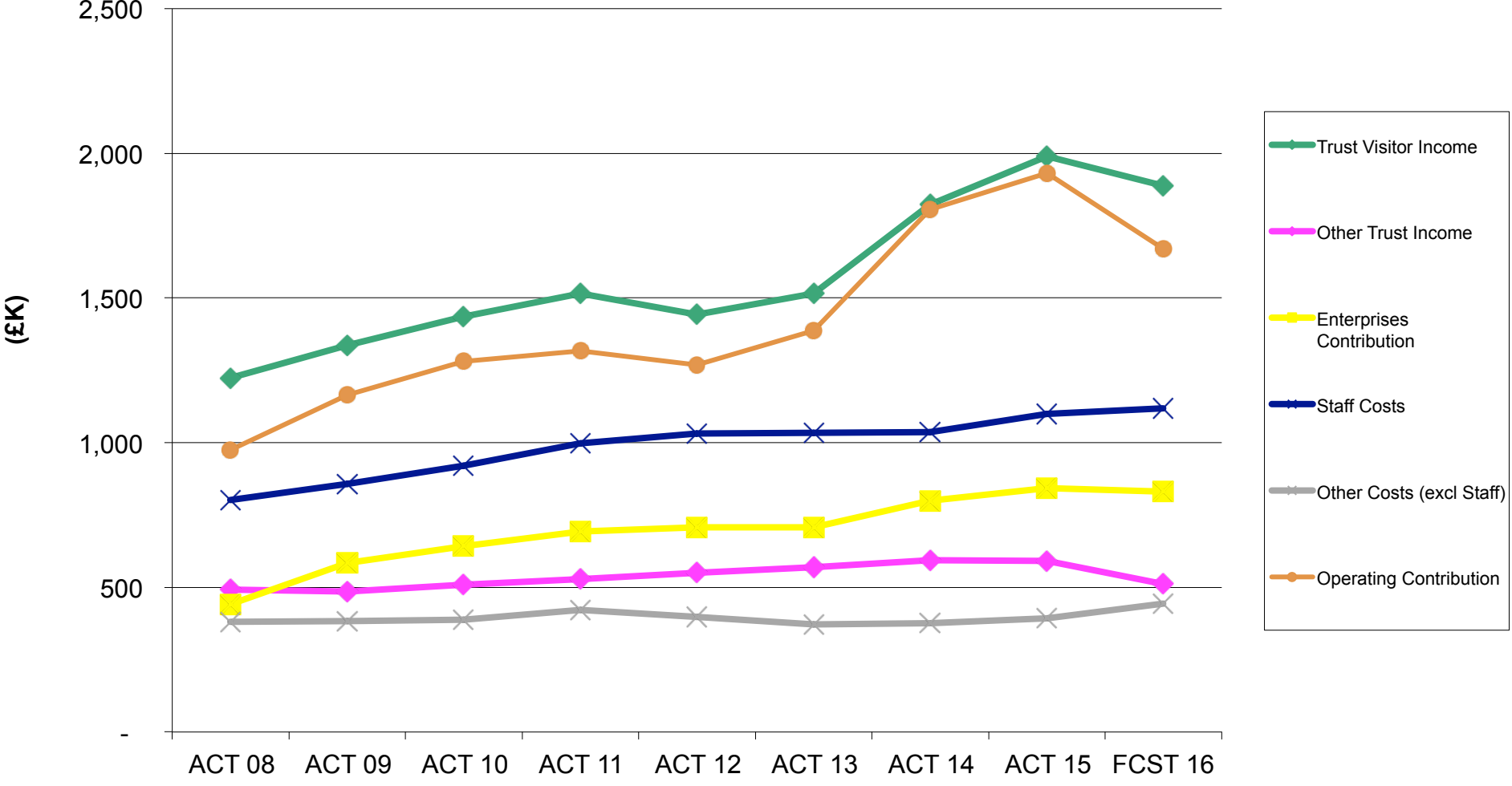


Fountains Abbey Estate Trust Expenditure

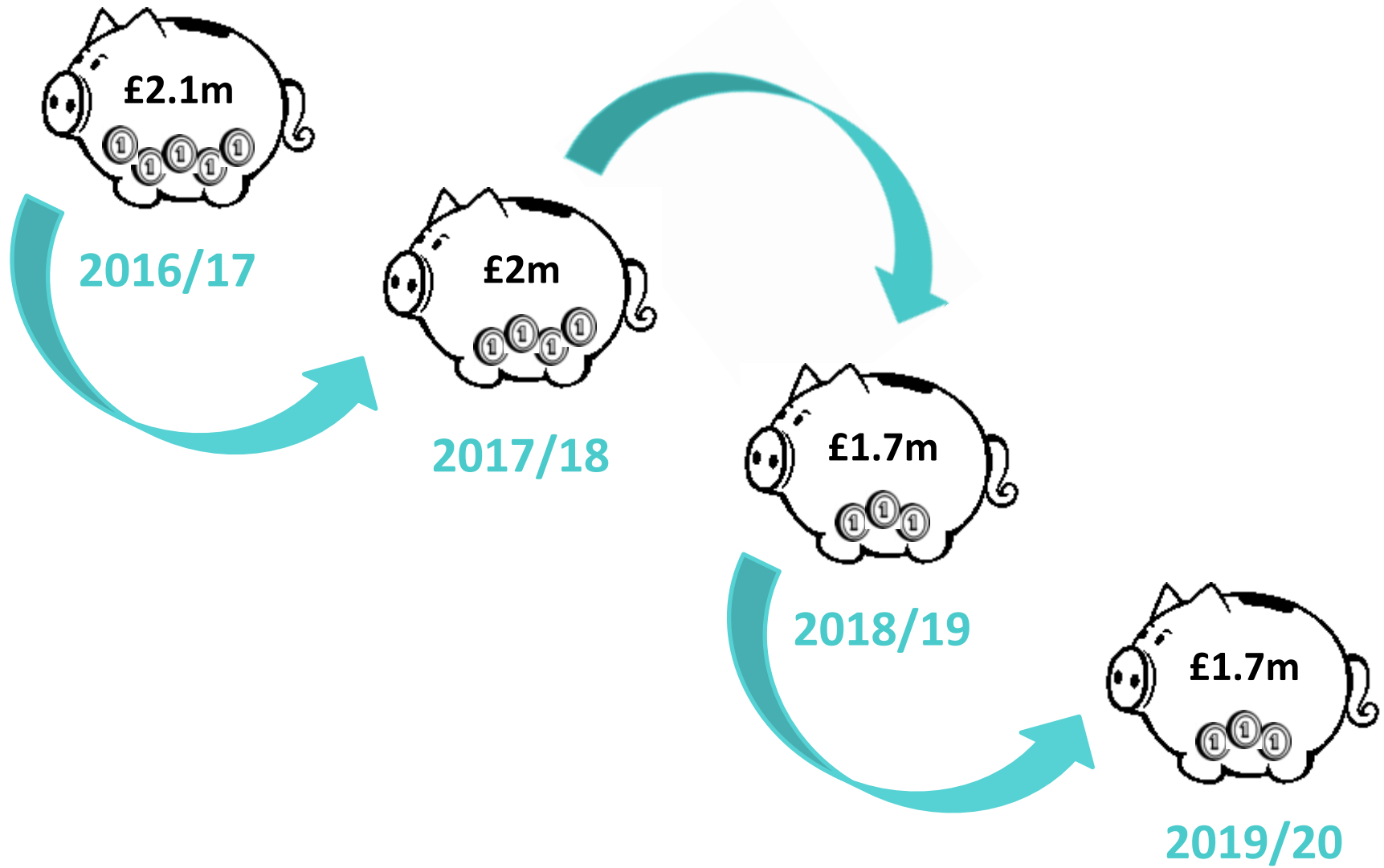


Fountains Abbey Estate

Summary



reserves...



So the message is:

- We're fine ticking over, in fact we probably have too much in reserves (reserves are meant to be spent)
- But if we want to do big things, we need more
- We need to make Piggy Bank bigger: legacies & fundraising, commercial income, overseas payers & groups, one off clever stuff (media / weddings), more visitors but not at peak times, non visitor income
- But key focus is visitor experience – visitors must love us first

Sustainable future

- Our ambition for FASR is to be hugely busy and magnificent; for us to grow into our World Heritage status, to lead nationally and internationally, to be a flagship for the Trust and for everyone in the country to know us.
- We have ambitious plans to grow our visitor numbers and as a hybrid site although we have had over 400,000 visitors through the pay barrier in 16/17 for the first time ever, we estimate another 230,000 visit the deer park. At 600,000+ visitors now, and with ambitious targets for growth, we need the facilities to continue to offer an exceptional visitor experience in the future.
- Alongside this we will continue to invest in our let estate , renewables & energy savings and holidays business

Sustainable future

- At least 10% of our admissions income is from overseas visitors and 21% of our members visits come from more than two hours' drive time, so we will evolve a twin track marketing approach that will grow our overseas and domestic tourism business (in partnership with Ripon) and increase membership penetration within 2 hours drive time. We will drive efficiencies and opportunities from our close involvement in SSP. Starting with Folly! in 2018 and building on our innovative and exciting programming and interpretation in 2017, we will deepen our visitors' experiences of this place.
- To deliver our ambitions will involve tough choices and we'll need to carefully prioritise our activity to make sure we realise our potential. This means going beyond planning for the next three years; we'll create a 10 year investment masterplan and an exemplar fundraising strategy for the property.



TOP PICKS FOR SUMMER

50
11³⁺



National Trust



SUMMER

HAVE A GO ANYTIME...

25. MAKE A GRASS TRUMPET



Toot, toot, toot! Have a go at making some noise with the lush long blades of grass.

- Made a grass trumpet!

4. BUILD A DEN



Head to the adventure play area to have fun in the den building area. How many people can you fit in your den?

- Built a den!

If you'd like to be entered into our prize draw, leave an email address and have your completed entry to any admission point. If you'd rather keep your name private, share a pic of your spring adventure at Fountains Abbey on Facebook instead.

Post on [facebook.com/fountainsabbey](https://www.facebook.com/fountainsabbey)

Once we've picked a winner, we'll contact you by email with the details of all details securely.

Email address:

.....
.....

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HINTS FOR YOUR DIARY...

LOOK UP. LOOK DOWN. LOOK ALL AROUND...

The arrows on the map point you to the general areas but you'll have to keep your eyes peeled!



Did you know that some **BEES** communicate with each other by dancing? Listen out for the buzz of bees around the garden.

- Heard it!

PEEKING THROUGH THE CRACKS OF STONE WALLS IN THE ABBEY AND AROUND THE GARDEN YOU CAN FIND...



HERB ROBERT - it has pretty pink flowers but its leaves have a nasty smell.

- Smelt it! (if you dare...)



IVY-LEAVED TOADFLAX - this purple little flower has lots of other names such as Aaron's beard, climbing sailor, creeping jenny and mother of thousands.

- Spotted it!

TODAY I SPOTTED A BIRD...

- Flying
- Dipping in the water
- Diving underwater
- Wagging its tail

IN THE HERB GARDEN NEAR FOUNTAINS HALL YOU CAN FIND SOME AMAZING PLANTS LIKE...



SOAPWORT has been used to make soap since the Stone Age. It foams up when you add it to water.

- Spotted it!



IF YOU SOME BIRD WATCHING AT THE BIRD HIDE AND STUDLEY LAKE.

Did you know that in the nineteenth century, there used to be a **TENNIS COURT** in this orchard?



Buddleia also called the butterfly bush as our fluttering friends love the sweet nectar in the flowers. This can be found in the water garden as well.

- Found some!



CABBAGE WHITE BUTTERFLIES like to flutter around the garden at Swanley Grange. What do you think their favourite food is?

- Spotted one!



Enjoy the sweet smell of **JOVENDEL** outside Fountains Hall.

- Smelt it!



MINT Rub your fingers on the leaves and then smell them. Ahhh so refreshing!

- Smelt it!





Seven Bridges Valley

A walk at Fountains Abbey & Studley Royal



Map 5

Time Traveller's Trail

A family walk at Fountains Abbey & Studley Royal



Map 6













Heizomat®

















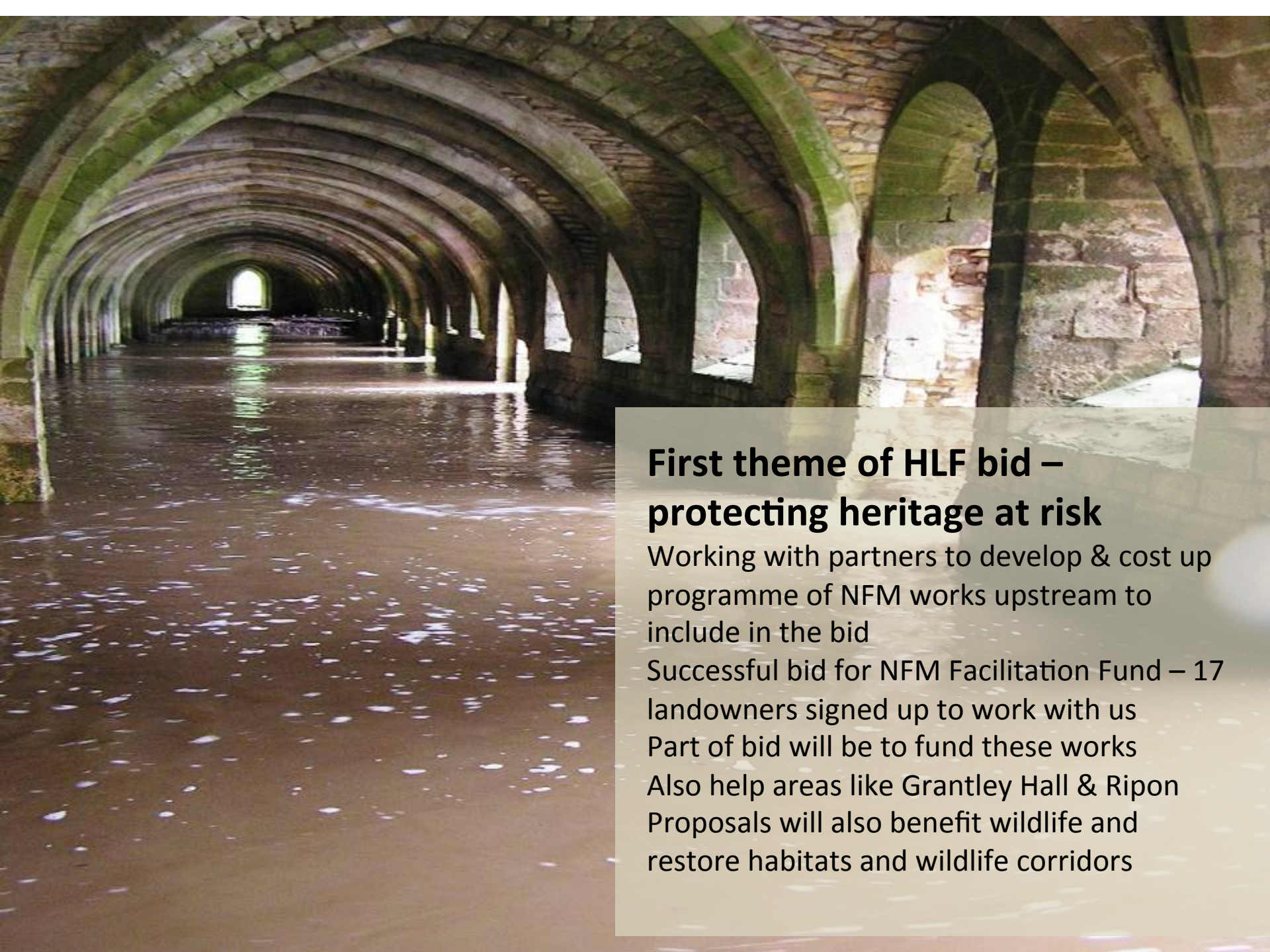


*A View of the Lake and Gardens from the Park at Studley, the Seat of William Aislacie Esquire.
ANNO 1758.*









First theme of HLF bid – protecting heritage at risk

Working with partners to develop & cost up programme of NFM works upstream to include in the bid

Successful bid for NFM Facilitation Fund – 17 landowners signed up to work with us

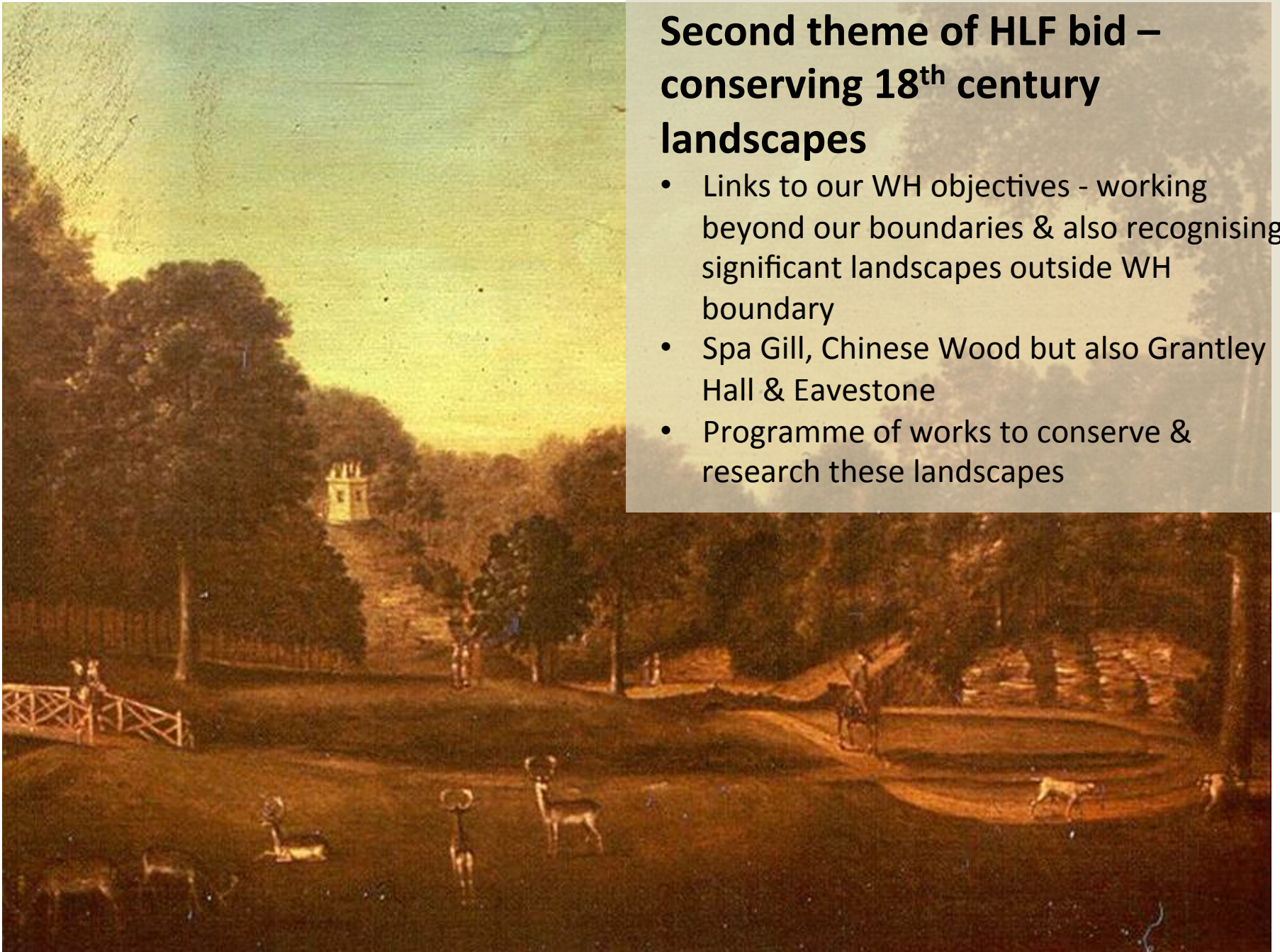
Part of bid will be to fund these works

Also help areas like Grantley Hall & Ripon

Proposals will also benefit wildlife and restore habitats and wildlife corridors

Second theme of HLF bid – conserving 18th century landscapes

- Links to our WH objectives - working beyond our boundaries & also recognising significant landscapes outside WH boundary
- Spa Gill, Chinese Wood but also Grantley Hall & Eavestone
- Programme of works to conserve & research these landscapes



Third theme of HLF bid – Access & engagement

- Making links with communities up and downstream of Fountains & Studley
- Engaging with Ripon & communities in Ripon – river corridors, visitor experience – developing activities with Ripon & across the catchment, footpaths, volunteering



FASR and Brimham Rocks

