



**Fife Cultural Trust  
(a company limited by guarantee)**

**Report and consolidated financial statements  
for the year ended 31 March 2020**

**Company: SC415704**

**Charity: SC043442**

**FIFE CULTURAL TRUST**  
**For the year ended 31 March 2020**  
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**FIFE CULTURAL TRUST**  
**Trustees' Report (incorporating the Trustees' Strategic Report)**  
**For the year ended 31 March 2020**

The Trustees are pleased to present their Report and Accounts for the year ended 31 March 2020. The financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

## **STRATEGIC REPORT**

### **Objectives and Activities**

Fife Cultural Trust (the Company), established by Fife Council on 1 October 2012, delivers Libraries, Arts, Museums, Galleries, Archives, Theatres and Cultural Partnerships Services on behalf of Fife Council with a view to ensuring the long-term sustainability of these services.

A company limited by guarantee, FCT's principal activity is the provision of cultural services for Fife. It is responsible for Community development in the creative and cultural fields and for operating and delivering the following facilities and services:

- Libraries inclusive of mobile libraries, a Home Delivery Service and a Schools Library Service
- Maintenance and development of library services within Fife Council's four integrated customer service facilities
- Museums, Galleries, Archives & Local Studies, heritage sites, and a mobile museum
- Stewardship and care for the objects and archives in Fife Council's collections
- Theatres and community venues

The work of FCT is led by its Vision, Mission, Purpose and Values, during 2019-20 these were as follows:

#### **Vision**

Fife will be a culturally vibrant and rewarding place to live, work, study and visit.

#### **Mission**

Enriching Lives in Fife.

#### **Purpose**

FCT provides creative, entertaining and learning experiences that enhance the quality of life, through our partnerships and in our museums, galleries, libraries and theatres.

#### **Values**

Inclusive, creative, trusted, enabling and integrity.

Moving forward, the Trust has invested considerable time during the year to review these and the revised vision, mission and values are outlined in the future work of the Trust later in the report.

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## Achievement and performance

### Culture

#### Theatre Programming

This year Fife hosted the wonderful new production of Oor Wullie with four sold-out performances in our Adam Smith Theatre. Directed by the wonderful Andrew Panto, this was a new imagining of this wee scamp who was celebrating his 80<sup>th</sup> birthday.

Live music plays such an important part of who we are as ONFife and this year has been no different, with wonderful performances from Dunfermline's own Barbara Dickson and the Irish songbird Nathan Carter. The iconic 60s band Herman's Hermits also stopped off on their tour at Carnegie Hall. Rab Noakes made a welcome return to the Lochgelly theatre with The Great Fife Road Show 50<sup>th</sup> Anniversary Concert with guests such as Cilla Fisher and Artie Trezise. This year also saw ONFife give a stage to the wonderful up-and-coming young singer Owen Mac. Owen is only 16 but has four albums to his name and has just finished a tour supporting Michael English, another regular here in Fife.

Comedy as ever features within all our theatre programmes and this year we welcomed household names Janey Godley, Craig Hill and Gary Meikle and Fife's own, and now international star Daniel Sloss also entertained our audiences.

Our 'Audience With' evenings continued with amazing audiences for the 60s iconic punk poet Dr John Cooper Clark and Scottish tv presenter, archaeologist, conservationist and author Neil Oliver who sold every seat at Carnegie Hall.

Our new season of Live at The Met was screened at Adam Smith and these performances are growing a regular opera-adoring local audience. National Theatre Live, now an established programme regular, saw Phoebe Waller-Bridge bring us her wonderful Fleabag, Andrew Scott starred in Present Laughter, the wonderful Dame Judy Dench starred in Kenneth Branagh's The Winter's Tale and James McAvoy took to the stage with his portrayal of Cyrano de Bergerac.

#### **Big Scottish Book Club**

Books were back on TV with a new four-part book club programme on BBC Scotland. The Big Scottish Book Club, hosted by Damien Barr, brought books, authors and readers together, featuring reading groups from across Scotland in the programmes. Cupar Walk ON group was featured with Damien visiting Cupar as the group were filmed walking and talking about one of Fife's best-known authors, Ian Rankin. You can view the episode [here](#).

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### **Book and Film 2019**

Connecting our young audiences with the skill involved in adapting a great book for the screen is a powerful way to engage children's reading. Learning what it takes to bring the themes and emotions of a story to life also turns learning to pleasure as it supports their school project studies of WW1 and WW2. Becoming engrossed in historical stories that explore the themes of compassion, empathy and reasoning helps young people develop a deeper understanding of the world around them. This year, our screenings of **The Boy in the Striped Pyjamas** and **War Horse** were again well attended, attracting 844 attendees and are now a firm part of our annual programme.

### **Book Week Scotland 2019**

Book Week Scotland is one of the highlights of our library year. The theme this year was Blether and to inspire some chat we encouraged young readers to discover new stories and share the ones they love and treasure. With a great selection of writers, films, poets and illustrators on offer at 18 events for all ages, there was certainly lots to talk about. Award-winners Sean Taylor and Ross Collins had fun judging the best Robot heads inspired by their picture book Robot Rumpus. The musical charms of Alan Windram's *One Button Benny* and the gob-smacking science of Mike Barfield saw the children really get involved while slam poet Miko Berry held teen audiences mesmerised. Special guest Shane Hegarty flew in from Dublin to tell us about *Boot*, the tale of a little lost robot - which is about to start some chat of its own as Dublin's #CityWideRead, part of their UNESCO City of Culture celebrations for 2020. Book Week Scotland was a hit with almost 3,000 children and families joining in the banter!

### **Fun Palaces 2019**

Our fourth year of Fun Palaces in Fife saw us bring Mason bee house building, 3D printed upcycled bird feeders, calligraphy, sculpture and poetry workshops, hand-spinning, upcycling and a host of other activities to audiences in Fife. 2020 will focus on making connections within communities, building on the Tiny Revolutions of Connection campaign. 2020 will see the relationship between Fun Palaces and Libraries strengthened further with Scottish Library and Information Council's (SLIC) newly appointed Fun Palaces Ambassador in place.

### **Get in Loud in Libraries**

June 2019 saw *Sacred Paws* rocking the shelves at Rosyth library as part of the Get it Loud in Libraries funded programme from the Scottish Library and Information Council. The audience ranged from three years upwards and feedback from the gig such as - *Great band/sound. Venue also was fab for music – please have more gigs here. Great when culture comes to/from our community & not just in Edinburgh* - has made us even more certain there is a gap in the market in Fife for these kinds of family-friendly, alcohol-free gigs. March would have seen Dunfermline Carnegie Library & Galleries (DCL&G) host the launch of duet Henry & Fleetwood's latest EP allowing us to showcase yet more Scottish musical talent in our libraries. Unfortunately, this was postponed until later in the year due

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to Covid-19. Look out for details of our programme of intimate gigs in libraries featuring Scottish talent.

### **Not the Edinburgh Book Festival 2019**

In recognition that not everyone can afford to travel to Edinburgh for their literary delights, 2019 saw the Young People's Team present *NOT the Edinburgh Book Festival!* Between August and October, we hosted superstars from the Who's Who of children's literature. Philip Reeve, Sarah McIntyre and Pamela Butchart were joined by Matt Brown, Joseph Coelho and Fife's very own Justin Davies. A red-carpet screening of Mortal Engines, with introduction by its award-winning author Philip Reeve, was the highlight of a programme that saw a mix of school and community events attract an impressive 2,500 children and adults to this inaugural literary extravaganza.

### **AHI awards for DCL&G Museum**

In October we were thrilled that the community engagement at the heart of developing DCL&G's permanent displays led to the museum winning two awards from the Association for Heritage Interpretation – the Museums and Historic Properties/Sites category and the top overall award for excellence. The biennial awards recognise best practice in heritage interpretation across the UK and Ireland and DCL&G faced tough competition to win out. The awards are special because they recognise the part that Dunfermline's people played in creating their museum within the award-winning building. They gave their time, their stories, their photographs and their expertise to make a museum that truly reflects Dunfermline's history. Real local voices tell real local stories. This places DCL&G, and the team that developed it, amongst the top heritage museums in the country. And our vision for DCL&G could not have been realised without the support and contribution of the people of Dunfermline.

### **Conservation of a Renaissance painting**

Did you know that the oldest painting in our collection is from the Italian Renaissance and is 500 years old? Painted by an artist in Florence in the 1520s, it depicts the Madonna with the infants Jesus and John the Baptist. This significant artwork required conservation treatment to help preserve it for future generations. Initial treatment and scientific analysis were carried out by conservators in Dundee thanks to funding of £3,445 by the Common Good. This will help shed light on the identity of the artist and the history of the work. Later this year funding of £4,900 from Woodmansterne will allow for cleaning and further treatment of the painting to complete this exciting project.

### **Alex Eadie papers**

In September the Eadie family donated three shelves of speeches, letters, reports, scrapbooks, photographs and videos from the papers of Alex Eadie (1920-2012). Alex was a miner from Buckhaven who worked at Lochhead Colliery. He served as a councillor and became convener of the Education Committee. He was MP for Midlothian from 1966-92 and Minister for Energy in the 1970s. Some of the papers relate to his work as a trustee for the National Union of Mineworkers from 1986 to 1990.

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### **David Mach's Odyssey**

Royal Academician and internationally renowned artist David Mach was inspired by the vaulted gallery spaces in Dunfermline Carnegie Library & Galleries to create a monumental sculpture on site. Ten art students from Fife College, with their lecturer, worked alongside the artist to build it watched by fascinated visitors. For this installation the artist returned to his early technique of using newspapers, creating the appearance of dynamic, fluid movement with six tonnes of the Sunday Post spilling out of shipping containers. The show received nearly 11,000 visitors, with a great number travelling from beyond Fife. The event was supported by DC Thomson Media, Sunday Post, Fife Group, Fife College and Briggs Marine. A partner to VisitScotland's Year of Coast and Waters.

### **Dunfermline Digital Tours**

With funding from Scottish Enterprise's Tourism Destination Development Fund, the Trust has led on an exciting project developing seven digital tours of Dunfermline. Designed to be used 24/7 – whether venues are open or closed, come rain or shine, in Dunfermline or from home as visitors prepare a trip – they open up the City's hidden stories in a way that encourages exploration of attractions and businesses. Ranging from an audio guide telling St Margaret's story for millennials to a chatbot-led Family Safari, they are all designed to be used on visitors' own devices using apps they already have, such as Facebook and Spotify. Why not see for yourself at [www.dunfermline.tours](http://www.dunfermline.tours).

### **Remembering Scotland's Accused Witches**

The conference at the Glen Pavilion in Dunfermline in May brought together academics from the University of Edinburgh, local historians, journalists, authors and witches. Comments included: "*It was great to see not only the excellent speakers but also a high level of audience engagement and interest in women's history.*" "*We have created a community!*"

In October Fife Council archaeologist Douglas Speirs gave a talk about his long association with the Torryburn witch Lillias Adie, from finding her grave on the shorefront to trying to track down the current whereabouts of her remains.

### **The Pilgrim Express**

In partnership with Fife Coast and Countryside Trust. MAC, our travelling museum, emerged from its refit in May reincarnated as *The Pilgrim Express*, a mobile exhibition designed and installed by Fife Coast and Countryside Trust to coincide with the launch of the long-distance path The Fife Pilgrim Way. The museum-on-wheels visited schools, care homes and festivals across Fife from the Anstruther Festival in north east Fife to Culross Primary School in south west Fife. On the way it popped in to meet with the Markinch Heritage Group, the Leven Walk On Group and the Templehall Neighbourhood Group in Kirkcaldy. Residents of Ore Valley Housing in Lochore and the Townhill Home Education Group also enjoyed visits.

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### **Up in Smoke: A History of Smoking**

We challenged University of St Andrews Museum Studies students to make an exhibition about smoking which would attract visitors whilst also exploring the “smoking kills” message. The nine overseas postgraduate students produced an exhibition, an events programme and a booklet which brought alive the role advertising has had in glamourising smoking despite known health risks. Our curators intensively mentored the group through the process of making a museum exhibition from selecting which objects to display, to designing the layout, writing information, producing marketing materials, physically installing the show and running health-orientated activities for children and adults. The exhibition opened one week before the COVID-19 lockdown.

### **Mining heritage celebrated**

A community Mining Conference and networking day at the Adam Smith Theatre in November brought together over 100 delegates from local heritage associations, Trust staff and national experts to consider what mining meant to Fife and how it shaped people’s lives. Badged as an *Archive Explored* event, this conference featured archives, photographs and memorabilia as well as allowing locals and experts to discuss the industry. In the autumn, Museum curators unrolled the collection of mining banners, many of them dating from the 1984/85 miners’ strike. Visitors to Dunfermline Carnegie Library & Galleries were able to view these fascinating objects. Many former miners were there and shed memories and knowledge of the banners. The opportunity was taken for a professional photographer to record new images of these unique objects. Funding of £300 for the photography was generously given by the Friends of Kirkcaldy Galleries.

### **Fife Contemporary exhibitions**

Our support for Fife Contemporary continued with hosting exhibitions in our venues. The year began at Kirkcaldy Galleries with artist photographer Roger Palmer’s exhibition *Refugio* - his response to the Robinson Crusoe story and celebrating the 300<sup>th</sup> anniversary of the book’s publication. And it ended with the prestigious *Lines from Scotland* exhibition at St Andrews Museum featuring 23 high-profile Scottish artists from Elizabeth Blackadder to Andy Goldsworthy, Ian Hamilton Finlay and David Shrigley. An audience of 6,085 visitors was reached.

### **70% plus: Contemporary Art and the Ocean**

A fascinating, beautiful and topical multi-media exhibition of work by two Fife-based artists Kyra Clegg and Marysia Lachowicz, using film, mixed-media installations and photography to explore our waters and coastlines. Kyra Clegg explores seas and coastlines using video, poetry, prints and mixed media assemblages to catch the murmur of ‘Other Voices’. In ‘*Beyond the Surface*’ Marysia Lachowicz visualises the physicality of the sea and its power. She commented “*The feedback I’ve received from visitors has been nothing but positive. All in all, an enjoyable experience and an important part of my creative journey and personal development.*”

A partner to VisitScotland’s Year of Coast and Waters

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### **Carnegie 100**

The 100<sup>th</sup> anniversary of the passing of Andrew Carnegie was marked by a year-long programme of events that included, talks, exhibitions, a live musical and a family fun day. Exhibitions were curated by our very own Sharron McColl looking at his life, the unseen family members and the libraries he gifted across Scotland. The fantastic musical 'The Star-Spangled Scotchman' by Ian Hammond Brown took to the stage at Carnegie Hall in May and families joined us for a day of film and hands-on fun and games in November.

### **Community**

#### **Bookbug 2019/20**

It's great fun to share songs, stories and rhymes with children from birth. There are so many benefits for both the parent and child. Playing and laughing together builds parent and baby bonds and speeds up learning and talking. Never content to sit still (like our tiny participants) we are always looking for ways to make our Bookbug even more exciting for families. This year we've had, Gaelic and Spanish sessions, Bookbug on the Bus (well, mobile library!) and Bookbug Buggy Walks so we are visible in the community. We've had more sessions at weekends and lots in new venues too, as well as a whole week of events to celebrate Bookbug Week in May.

Bookbug in Fife has had a busy year! We have delivered an amazing **1,229 sessions to 26,578 children and adults**. We have also trained 80 new session leaders through our partnership with Fife Education Service and continue to enthuse and update session leaders through a programme of Top Up Training keeping our sessions fresh and staff skills tip top.

#### **Chatterbooks**

Helping children to discover new reading experiences is exactly what Chatterbooks sets out to do and happily more and more schools, libraries – and now a Brownie unit - are getting on board to help children do just that. New book collections are added to our easy online ordering website every month. This, along with bespoke discussion topics and activities ideas especially created by our Young People's Team, helped membership rise to 69 active groups, up 48% on 2018/19 with 430 Chatterbooks boxes loaned, an increase of 40% on the previous year.

#### **Dementia Friendly Work 2019/20**

Funding from the Health & Social Care Partnership in 2019 enabled us to develop and expand our programme of events for those living with dementia and their carers, reaching **1,134 people, a 64.5% increase on the previous year**.

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We've continued to offer our monthly **Moments in Time** sessions. These free, relaxed sessions are specifically designed to give those living with dementia an opportunity to revisit certain times in their lives. Over tea and biscuits – stories, poems, photographs and music are used to transport those attending to their own moment in time. These sessions are held in Kirkcaldy Galleries and Duloch Library.

- We dug out our dancing shoes and got our **Groove ON** at our Beach Party, Halloween and Spring Fling themed dementia friendly discos. Music is an incredibly therapeutic tool for those with dementia. **189** people joined us for these afternoons of fun-filled musical memories.
- Grease was the word everyone was singing at **Movie Moments**, our dementia friendly cinema screenings. We also saw the story of the great sharpshooter Annie Oakley, enjoyed a mince pie at White Christmas, and brushed down our top hats for High Society. Our screenings offer a relaxed and friendly environment where the lights are turned up and the sound is turned down. **280 attended**.
- The **Magic Table** (Tovertafel) continues to stimulate those coming along to the sessions. While initially installed to expand the dementia work taking place In Kirkcaldy Galleries, it is now being developed to also offer sessions to those with learning difficulties. We developed our sessions with **406** people getting hands-on with the Magic Table at Kirkcaldy Galleries.

### **Playlist for Life**

ONFife Libraries have joined the Playlist for Life UK network of Help Points. From November 2019, Cupar, Dalgety Bay, Dunfermline Carnegie Library and Galleries, Rosyth and Templehall have held monthly help points run by volunteers. Playlist for Life is a music and dementia charity formed by broadcaster Sally Magnusson in 2013 based on her own experiences. Creating a playlist of personally meaningful music can help improve daily life for people with dementia, and the volunteers are there to help people get started. As well as giving help to create playlists the volunteers can give information on how to start using them with someone living with dementia.

### **Hearts for the Arts**

This year we celebrate national recognition as children's supervisor Pauline Smeaton was recognised by the Hearts for the Arts awards. Run by the National Campaign for the Arts (NCA), these awards celebrate unsung cultural heroes and we are very proud Pauline overcame competition from across the United Kingdom to win Best Arts Champion (Local Authority or Cultural Trust worker).

The Hearts for the Arts judges recognised Pauline's passion and commitment in promoting a reading culture for young people and families, hailing her an "asset to the community". Pauline was put forward for this award in honour of her hard work and continuing dedication as she promotes the value of a strong reading ethos within the communities of north east Fife. Her dedication to providing creative and literary opportunities has resulted in a well-established reading culture which is highly

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valued by the communities she serves, so much so that she was awarded the title of Citizen of the Year 2019 by the children and families of Ladybank Primary School.

### **Harry Potter Book Night 2020**

We don't need much excuse to delve into the world of Hogwarts, so the annual Harry Potter Book Night in February was just too good to resist. With a theme of the Triwizard Tournament, the young witches, wizards and muggles of Fife were invited along for quizzes, riddles, crafts and, of course, Quidditch. Seven events were held in total, many selling out, and included our two Weekends with The Family events at Kirkcaldy Galleries and DCLG. With nearly **250** Potterheads coming along for the magic, it was another triumph.

### **Hearing Aid Batteries**

Working with NHS Fife, ONFife Libraries have been helping to dispense hearing aid batteries to NHS patients. The third year of this service has seen it become increasingly popular, with **7,784** packs of batteries being distributed from libraries across Fife between April and December. Information for the last quarter of the year is unavailable at this time as the AESOP reporting database system was taken down by Fife Council to increase capacity when lockdown started, and this has not been retrieved yet. It is being pursued.

### **Holiday activities**

Our popular children's holiday activities continue to draw in a crowd across all seven areas of Fife. Easter saw **32** Holiday Hullabaloo events in **29** libraries attracting **308** children and **193** adults to take part. Over 200 books were issued to people attending the events too. We enjoyed plenty of Hocus Pocus during the October holidays with creepy crafts and stories. **639** children came with **130** adults to one of **33** events or drop-in crafts and borrowed over 70 books between them. **Seven** libraries also celebrated Christmas with messy play, stories and crafty capers attracting **306** children and **68** adults.

### **Summer Reading Challenge**

Summer Reading Challenge (SRC) 2019 blasted off with a Space Chase, celebrating the 50<sup>th</sup> anniversary of the moon landings and 20 years of the Summer Reading Challenge itself.

Encouraged to 'blast boredom to the moon', a total of **1,071** children came along to **126** summer events. This included the ever-popular Cool Creatures, an out-of-this world experience with Cosmos Planetarium, Animal First Aid with PDSA, space-themed Spanish classes, Musical Space Chase with Nordoff Robbins and story time with Therapets, as well as our very own Alien Invasions and Cosmic Capers crafts.

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ONFife Libraries welcomed **5,210** SRC readers (including **509** new members!) all keen to read their six books. A starry-eyed 50% of the children completed the challenge and read a meteoric **64,000** books in just nine weeks.

### **Home Delivery Service**

ONFife Libraries delivered bespoke collections of books to **109 individuals** across Fife. This year the service was reviewed to ensure that each individual reader has their books delivered by the person choosing their books for them. The value of the service goes beyond ensuring avid readers can continue to read even when they are no longer able to visit the libraries and choose books for themselves, the regular social contact provides a lifeline to otherwise isolated members of our communities.

### **Kids' Dens**

Kids want to learn new skills, meet new people and, most importantly, have fun, so we launched *Kids' Dens* - after-school clubs in six-week blocks that move from place to place. Starting with Lego challenges, Knitting, Crochet, Spanish and Junk Modelling, we'll soon be moving on to Digi:fun, mindfulness and more. The clubs are for primary school children aged 8-12 and take place across Fife. Still in their infancy, our LEGO Kids' Dens alone are proving great success. 19 Dens went ahead in 16 libraries attracting 718 kids.

### **Lost Words**

With the aim of raising awareness of our lovely native wildlife, crowdfunding saw the beautiful, award-winning book Lost Words gifted to every primary school in Fife. Determined to maximise the benefit, Fife's Primary Science Development Officer came to us with the offer of funding for help. We needed to raise the profile of the gift and offer teachers ideas of how to use the book in a classroom setting. Our great contacts allowed us to offer a truly creative wildlife focused event at Lochgelly Centre, where they drew their favourite animals with award-winning illustrator Ross Collins. Children also heard from the SSPCC on how to protect wildlife and met live owls. St Andrews Botanic Gardens launched its wildlife poster competition to help kick off activities in class.

### **Macmillan Cancer Information & Support in ONFife Libraries**

If you or someone close to you has cancer, it can be a difficult and confusing time. That's why we're working in partnership with Macmillan Cancer Support, who have granted £240,000 funding over three years, to create welcoming, accessible spaces in ONFife Libraries with information and support for anyone affected by cancer. We've opened Macmillan spaces in the Jennie Lee Library in Lochgelly and in Leven Library this year, with Rothes Halls in Glenrothes and one other location to follow next year.

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Alongside our Project Officer, we've now recruited and trained a Macmillan Volunteer Coordinator and a diverse group of 19 volunteers to provide free, drop-in support sessions. During January and February, our volunteers successfully ran their first 28 drop-in support sessions in Lochgelly and Leven, supporting 26 people affected by cancer by making a cuppa, listening, providing free information resources and signposting to relevant organisations.

### **Make a Noise in Libraries**

ONFife Libraries continued to break down barriers to library use for visually impaired readers participating in MANIL (Make a Noise in Libraries), the annual national campaign to bring public libraries and visually impaired people together to highlight the variety of library services. MANIL 2019 encouraged everyone to 'Get Connected' with 3D printer demos and RB Digital promotions reaching out to new and existing users, keeping visually impaired readers connected to reading digitally. Fife, jointly with Falkirk, represents SLIC as a board member of Share The Vision, the UK organisation which brings together voluntary and public sectors to improve library services for blind and partially sighted people ensuring libraries across Scotland continue to support visually impaired readers through the [Six Steps promise.](#)

### **Walk ON**

Walk ON continued to expand, making the most of Paths for All Smarter Choices, Smarter Places funding award to launch five new groups in Duloch, Dunfermline Carnegie Library & Galleries, Burntisland and St Andrews libraries, with 12 groups now meeting regularly across Fife. During May all Walk ON groups participated in Ways to Wellbeing festival, taking time out to walk mindfully, connect with the outdoors, relax and recharge. Walk ON's success in supporting physical and mental health was highlighted in the Health Literacy Place blog in October 2019, which you can read here <http://www.healthliteracyplace.org.uk/blog/2019/professional-blogs/walk-on/> and at a Supporting Healthy Communities Conference, launching a strategic partnership between the SLIC, NHS Scotland, and The ALLIANCE when service development staff delivered a workshop highlighting the role which libraries play in supporting healthy communities.

***During 2019/20 185 sessions were held with 2,269 attendances, a 90% increase in attendances***

Find out more about Walk ON with its digital story

<https://www.dropbox.com/s/n456l1fi5ig06q9/Walk%20ON%202019.MOV?dl=0>

### **Ways to Wellbeing**

2019 saw the launch of our month-long festival Ways to Wellbeing. We used the festival as a way of bringing people together and to promote all the ways ONFife can help with positive wellbeing. We showcased Bookbug's Big Picnic with lots of picnic fun throughout our libraries. We kicked back at our Comedy Cafes - as we all know that laughter can be the best medicine - and did some mindful walking at Walk ON sessions. Black leathers and pink jackets were at the ready for our dementia

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friendly showing of the film Grease and we dug out our dancing shoes for a beach party dementia friendly disco.

These were just a few activities from our **regular** health and wellbeing offer. Extra events introduced specifically for the festival included a family talk by climber, writer and Channel 4 filmmaker Matt Dickinson and an interactive storytelling session of Leo and the Lightning Dragons by author Gill White, inspired by her son's fight with a rare form of epilepsy. Mindfulness expert Martin Stepek also came to Fife to explore how we can use technology wisely. And thanks to school librarian Nicola Bett at Dunfermline High School, we invited children lacking in confidence to come along to meet our Therapet dogs for a well-received PAWS event. Ways to Wellbeing was a great success with **1,562** people coming to our events/activities over the month.

### **World Book Day 2020**

March saw ONFife Libraries celebrate World Book Day in a 'monsterous' way. North Queensferry-based author Justin Davies led a massive werewolf howl-off to launch his latest book, *Whoa! I Spy a Werewolf* and an excited school audience at Rothes Halls were only too happy to join in. A special afternoon performance at Benarty Library was packed with children, all keen afterwards to read Justin's books, helped along by our promotional displays of his work. Our younger readers also joined in the fun as libraries held a 4 o'clock readathon with over 100 children enjoying a Morris the Mankiest Monster themed storytime, while creating their own crazy monster to win prizes in our World Book Day competition.

### **Weekends with the Family 2019/20**

Weekends With The Family (WWTF) at DCL&G and Kirkcaldy Galleries continue to be a great attraction with some families travelling from further afield than Fife, for something just that little bit different. We've been visited by a Gruffalo, squeezed into a Cosmos Planetarium and been creative with Manga Comic workshops. Our spooky ghost walk filled us with chills and our Triwizard Tournament for Harry Potter Book Night was a thrilling challenge for all.

Glasgow Science Centre opened our eyes to saving the planet with its Future Fuels event, where the adults learned just as much as the kids. All this for just £5 a ticket - but alongside the paid events sit a host of free activities, encouraging families to explore all aspects of our amazing flagship venues. In one year alone we've entertained **over 500** children, plus the lucky accompanying adults, and increased footfall to these wonderful venues.

### **From fossils to felines**

Volunteers assisted Museum staff on various projects. A retired geology curator, Peder Aspen, worked each week on identifying rocks and fossils in the Collections Centre, bringing a wealth of experience and knowledge to assist our team. Similarly, a group of Scottish pottery enthusiasts from

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the Fife Pottery Society visited monthly to work through our ceramic collection. Objects included the famous Wemyss Ware cats and many types of plates, jugs and bowls.

### **Welcome Walks**

Dunfermline has already had a huge boost from the involvement of volunteers with the development of DCL&G and the Welcome ambassadors who greet visitors there. Funding from Scottish Enterprise and Carnegie Dunfermline Trust have supported the training and equipping of another body of volunteers. Trained local Town Ambassadors now offer a 45-minute Welcome Walk around the heritage quarter, six days a week in the summer.

Since July 2019 over 400 hours of volunteering have gone into the tours. It's not a conventional guided tour but a chance to meet a local person who will suggest venues to visit, cafes and businesses to try and tell a few intriguing tales along the way. *"We took a free shuttle from the Rosyth cruise quay to Dunfermline and had a delightful and informative walk around this historic town with one of the volunteer Town Ambassadors – it was a lovely experience."* See [www.dunfermline.com](http://www.dunfermline.com) to find out more.

### **From East to West - National Museums Scotland partnership**

A successful application to NMS's Reveal project gave us 67% of the cost of staging an exhibition with an associated young people's engagement project. The Page Turners, our teen reading group from Duloch Library, got a tour behind the scenes at the Collections Management Centre. Museum curators also took them to Dunfermline Carnegie Library & Galleries to see exhibitions *From East to West* exhibition and David Mach's *Odyssey*. These young people have made a film to tell us what they liked and didn't like about both experiences which will help inform the way we design programmes for their age group. Pupils studying Mandarin at Queen Anne High School met curators in the gallery and were given a tour and the rare and special opportunity to handle museum objects.

### **Explore: Travellers and Trailblazers**

Another of our in-house developed family-friendly exhibitions was launched at Kirkcaldy Galleries and will tour other venues. This one encourages younger visitors to think about the wider world, other cultures and how much we have learned from human exploration. It covers seafaring (including pirates and whaling), polar exploration, the Silk Road and trading routes and the future of exploration in space and undersea. It includes paintings and fascinating things that have come to us from faraway places, like Japan, China, South Africa, India and Australia.

Explore attracted **8,321 visitors**. During the school summer holidays 26% of all building users visited the exhibition. *"Explore! is a fantastic exhibition and love how it incorporates artwork from the gallery as well as interactive toys as it gets kids interested in art. Really Great!"*

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### **Fife Pride 2019**

2019 was bigger and brighter as we supported Fife Pride celebrations in Kirkcaldy. A wealth of local talent took to the stage to keep the crowds entertained including Billy Reekie and Stevie McCrorie. The Youth Zone in the Adam Smith Theatre was also jam-packed with families enjoying everything from live music and face painting to crafts and games.

### **Marvellous Film Festival & Family Day**

The red carpet was rolled out for Avengers: Endgame at the finale of our Marvellous Film Festival Event in September. Visitors got into the spirit as they donned their favourite costumes to watch a choice of five films over the two days and take part in the Family Day. Films included Thor, Groot and the Incredible Hulk as we screened Guardians of the Galaxy 1 & 2 and a trio of Avengers film, including Endgame. During the day family activities included our games arcade, arts and crafts, face painting, stalls with comics and work from graphic artists, as well as a chance to test their skills with Mario Kart and get the fastest lap of the day.

### **Christmas Fayre & Fun at Carnegie**

Sixteen stalls from local creatives had Tiffany's in Carnegie Hall bursting at the seams with a whole host of Christmas gift ideas as we hosted our second Christmas Fayre. With everything on offer from duck doorstops, books and wooden crafted pens, to jewellery, chocolates and handmade soaps there truly was something for every pocket. Santa also made an appearance for the young ones. A showing of A Muppets Christmas Carol completed a day, which truly helped get everyone into the Christmas spirit.

### **International Women's Day**

This year's theme for 2020 was An Equal World is an Enabled World. We marked the occasion with an event in Rothes Halls packed with speakers, panels, workshops and information stalls. Our main speaker, Ibtisam Al-Farah, spoke of her own journey from Ethiopia to the streets of Sheffield and the influence her mother and grandmother had on her determination to gain an education and make an impact on the world in her own way.

### **Dark Days**

This year nine young people from Glenrothes High School took part in this skills initiative, which aims to give them hands-on experience of the theatre and putting on a show. Not only did they learn about sound and lighting but also found out about putting up staging and planning and delivering a live music event. The highlight for the group this year was recording a track at Sub Station with everyone contributing.

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### **Panto VIP**

2019 Pantomime VIP Night saw over **270 guests** from local charities, including Fife Gingerbread and Muirhead Outreach, for this year's amazing panto, Jack and the Beanstalk. As well as music, a buffet and ice cream, our younger guests also had an opportunity to chat with Santa to make sure he knew what was on their Christmas list.

## **Economy**

### **Big Book Brains Quiz 2020**

Our Primary 6 literary quiz is now in its 12<sup>th</sup> year, older than the kids' taking part! It is a firm favourite with Fife primary schools as it creates a great excitement for reading and is a step along the road to create active readers who will go on to feel confident in studying English in school, college and university which forms part of most courses. Our brilliantly knowledgeable Young People's Team introduce children and teachers to great authors and wonderful new books. Rothes Halls again played host to the Big Book Brains Quiz (BBBQ) Final in February with our favourite author and comedian Jonathan Meres returning as host. Finalists, representing the **123 schools** that took part this year, flew the flag for over 3,500 children across Fife who read their way through **over 19,000 books**, a fantastic achievement. This year the coveted silver Trophy was won by a very proud Lawhead Primary School.

### **Code Club**

Popularity of Code Clubs in libraries continues which is fantastic considering the benefit having an interest in coding as one of your skills could be in the future job market for these youngsters. We held 25 Code Clubs across 10 libraries which equals 178 sessions reaching 147 children. 2019 also saw a brand-new Code Club start in Dalgety Bay Library and early 2020 saw clubs extend to the Valleyfield area. With a new Code Club Action Plan in place and upcoming staff training, we hope 2020 will be the year Code Club reaches all seven areas of Fife.

A wonderful donation of 370 Micro:bits from the Scottish Library and Information Council (SLIC) and the Micro:bit Foundation will add a great new dimension to our clubs in 2020 and with Micro:bits available for loan in all libraries, it will encourage both young people and adults to enjoy the fun of coding at home too.

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## **Funding**

### **Children's University**

A chance conversation at a Library conference led to a fruitful partnership as ONFife Libraries secured £32,500 from the Public Libraries Improvement Fund to make membership of Children's University Scotland available to all children through the library network. Acting as a pilot for all of Scotland, the funding will cover passports, activities, staff training and changes in IT platforms and processes. Work is under way to get everything in place for a trial in Kirkcaldy libraries this summer.

### **Moments in Time**

Funding of £5,200 from Fife Health and Social Care partnership enabled us to develop and expand our programme of events for those living with dementia and their carers reaching **1,134 people**. Kelty Masonic Lodge kindly donated £500 towards the Trust's dementia work. We will be using the funding to look at hosting dementia friendly events in the Kelty/Lochgelly area in 2020. We have discovered that music combined with our Magic Table can make a big impact. Co-op Funeralcare donated £50 for the purchase of an Alexa. The table offers cognitive and physical stimulation, but the addition of an Alexa will allow groups to singalong and reminisce as well.

### **Walk ON**

A funding award of almost £6,000 from Paths for All Smarter Choices, Smarter Places fund in December 2018 allowed the expansion of Walk ON to continue throughout 2019 with five new groups launched bringing the total number of groups to 12 in 11 locations through Fife. The award allowed us to pilot workplace Walk ON sessions and develop a mindfulness session which was rolled out to all groups during Ways to Wellbeing in May 2019. Most importantly this funding continues to help build healthier communities throughout Fife, encouraging regular walking and reduced car use.

### **Pause not Full Stop**

ONFife Libraries were successful in their application to Carnegie UK's Engaging Library project. Our application entitled Pause not Full Stop was awarded £25,000 to fund events and activities across Fife which would help to break down taboos and normalise conversations around the menopause, making it an unremarkable topic. Delayed due to the pandemic, we hope to start in the autumn of 2020 delivering a programme designed to do just this. Carnegie UK provided staff training opportunities covering topics such as strategy planning and marketing, with more training to follow.

### **Connecting Communities through Cultural Heritage**

In March 2019, St Andrews University School of Classics in partnership with ONFife Libraries and Culture Dundee were successful in attracting funding for this project from the Innovation and Development Fund managed by SLIC. This project aims to show how engaging with culture can change lives, ensuring that everyone in society has opportunities for cultural engagement, while

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highlighting how libraries are essential community assets connecting communities with collections. This collaborative project between public and academic libraries will support the research into the impact of historical archives and archaeological artefacts on the memories and quality of life of those living with dementia, their families, companions and carers.

### **Dunfermline Heritage Partnership**

Dunfermline Heritage Partnership was established in 2016 to help heritage assets support delivery of the community plan for Dunfermline. The group has no formal constitution; instead it operates on trust and shared responsibility between 14 partners with the vision that “By 2020, Dunfermline will be one of Scotland’s most highly regarded and accessible visitor destinations, telling distinctive and engaging stories about the people who shaped its 1,500 years of heritage”.

Fife Cultural Trust has been a key partner alongside Carnegie Dunfermline Trust, Fife Council, Fife Tourism Partnership, Dunfermline Delivers, Visit Scotland and Historic Environment Scotland.

All have individual interests in the success of the whole and represent public sector, third sector and business interests in Dunfermline’s Heritage Quarter and the surrounding area. Funding applications are made by strategic partners dependent on each project’s particular aims and their own respective vision.

To date, the Partnership has been directly successful in levering in external funding from Scottish Government, Scottish Enterprise and National Lottery Heritage Fund. This year a successful award from VisitScotland’s Growth Fund took direct external investment to well over £500k for projects benefitting Dunfermline.

### **Cultural Tourism**

#### **Tae a Bard – Treasures from the Murison Burns Collection**

Staff from Dunfermline Carnegie Library & Galleries worked with the Museums Interpretation Team to create this accessible and affectionate look at our fantastic collection of books, paintings, sculptures and ephemera, all to do with Scottish poet Robert Burns, collected by John Murison. Accompanied by a range of well attended events from a family ceilidh to an inspiring intellectual Twilight Talk, the exhibition reached out to various audiences in Dunfermline and further afield via social media.

#### **Brush with Colour: The Edinburgh School**

A jewel-like exhibition at Dunfermline Carnegie Library & Galleries of paintings from Fife Council’s fine art collection cared for by ONFife. Although this was the show’s third outing, the strong visitor

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numbers at Dunfermline (a total of 7,603, averaging 95 a day) showed the enduring appeal of Scottish art to cultural tourists. The exhibition featured paintings by leading members across generations including William Gillies, Anne Redpath, John Houston and Elizabeth Blackadder.

Edinburgh School artists studied at the Edinburgh College of Art during or shortly after World War One and many of them returned there to teach during the mid-20th century. Often referred to as forward-looking traditionalists, their work was characterised by their handling of paint and by their use of colour. A second group of influential young painters emerged from the Edinburgh College of Art in the 1950s sharing their predecessors' traditionalism, and yet also their individuality of approach.

## **Fife's Creative Community**

### **Create in Fife Instagram**

This new initiative was launched in January 2020 as a platform for Fife's creatives to showcase their work. Each week a new creative person or collective uses the space to promote their work. Within weeks, each week had been booked for the rest of the year, with **450 followers** and growing. The feedback from the new initiative has been very positive with participants reporting increased footfall at exhibitions, sales of artwork and new followers on their own social platforms. Collaborations have already been instigated between a milliner and a carpenter, and participants excited by being 'liked' by comedian Phil Jupitus who follows the account.

### **Fife Art Exhibition**

Fife's biggest annual arts competition unveiled its winners in October 2019. As in previous years, the six works judged the best were purchased by Shell for presentation to Fife hospitals and healthcare facilities. Each of the winning artists received a Shell award of £200. The exhibition is always a great reflection of the range and high standard of amateur artists in Fife and this year was no exception. The winners are tremendous talents and their works had real stand-out quality that impressed the judges.

Guests at the opening included Councillor Linda Erskine, chair of Cowdenbeath Area Committee, Teresa Waddington, plant manager, Shell, Mossmorran, and Sinead Braiden, non-executive director, NHS Fife. During the exhibition period, a series of workshops including photoetching, bead-making and life drawing were offered to participants free of charge.

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## **Community Exhibitions**

### **Saje**

The Creative Development Team worked in partnership with local charity SAJE Scotland on the delivery of a book launch in Rothes Halls during November. Shocking stories and poems written by 22 women who made their way to the Lochgelly-based domestic abuse charity are featured in a hard-hitting new book, Her-Story Rewritten. The book chronicles domestic abuse in all its forms – control, emotional harm, coercion, physical violence, sexual abuse and humiliation. An exhibition, featuring excerpts from the book, was on display in Rothes Halls lower foyer before moving on to Lochgelly Centre main gallery

### **Help for Heroes**

Around 30 injured and ill veterans, service personnel and their families from across Scotland showcased their artwork at the Lochgelly Centre from 31 August-14 September. Organised by the Creative Development team and Help for Heroes, all the exhibitors were members of the HFH peer support networks Band of Brothers and Band of Sisters. HFH coordinator Gerry McGregor said:

*"Those who have served our country and their families experience struggles that some of us will never understand. Recovery from physical or psychological injury takes time and there is no one size fits all approach. Some may benefit from a physical programme, such as sports recovery, while others find creativity eases the daily struggle of living with pain, depression, anxiety or posttraumatic stress disorder. This year's exhibition was a great way to share the work produced and we look forward to an even bigger exhibition next year."*

### **Rachael Nixon**

Local milliner Rachael Nixon was given significant assistance in starting her new business. Rachael, who is based in Kirkcaldy, gave up her career as a children's nurse to pursue her love of millinery on a full-time basis. She was invited to give a presentation at two of our Pecha Kucha events, one of which led to her being introduced to Diana Sykes from Fife Contemporary, who in turn encouraged her to apply for a Visual Arts and Crafts Makers Award.

Having successfully gained an award, Rachael was able to purchase 'hat blocks' which enabled her to make an entry for the 2<sup>nd</sup> Lincoln International Millinery Competition – where she won first prize. Rachael was also supported to run hat-making workshops in Lochgelly Centre which were a great success.

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### **This Way Up Conference**

ONFife's Dan Brown is a member of the development forum shaping the UK film exhibition conference This Way Up, which this year took place at The Broadway in Nottingham. Topics explored included innovations in audience development, telling the story of capital development, reaching deaf audiences, making venues carbon neutral and intersectional programming. It's important for ONFife to be present at the table for these wider discussions on the future of film exhibition and to network with national partners and funders. See the website <https://thiswayupcon.com/>

### **A Cinema Near You**

We have been working with Regional Screen Scotland to map current film activity in Fife and recruit a steering group of local exhibitors to discuss the need and potential purpose of a regional screen network. A survey was developed and sent out, the results of which are being explored by the steering group to inform the future focus of the network. It's important for ONFife to be leading these discussions, sharing our knowledge, developing audiences, encouraging partnerships and supporting our local creative industries.

### **Carnegie Hall Cinema Kit**

We successfully secured £10,500 to update our cinema equipment at Carnegie Hall in Dunfermline thanks to the Cinema Equipment Fund through Screen Scotland. The new equipment will allow us to show better quality films and develop our programme to provide dementia friendly, autism friendly and baby friendly screenings, as well as films which are captioned and audio-described.

### **Volunteering**

Volunteering across the Trust and throughout Fife continued during 2019/20 under the watchful eye of our very own Volunteer Development Officer and is now fully embedded across our services. With partnership funding secured, the post also supported the work of Dunfermline Heritage Partnership, particularly around the local tours. Throughout the year **over 180 volunteers** have supported the work across the Trust, in 15 of our venues, working **over 5,700** hours with an equivalent value of over £45,000.

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## **Financial Review**

### **Review of the year**

For the financial year 2019/20 the Consolidated Statement of Financial Activities shows net expenditure of £1,697,873 (2019: £1,245,455). Included in this net expenditure are pension adjustment costs of £1,080,000 (2019: £1,076,000), giving a deficit before actuarial pension adjustments of £617,873 (2019: £169,455).

Actuarial movements on the estimated valuation of liabilities on the defined benefit pension scheme amounted to a gain of £4,518,000 (2019: loss £1,768,000) and result in a reported net increase in funds of £2,820,127 (2019: decrease of £3,013,455).

The Net Increase in Funds takes the Total funds carried forward at 31 March 2020 to £1,753,902 (2019: Deficit £1,066,225).

Within this, the increase on Restricted funds after allowing for transfers is £129,745 (2019: £11,518), taking the balance of Restricted funds at 31 March 2020 to £242,068 (2019 £112,323).

This leaves a deficit on unrestricted funds for the year before pension adjustments of £747,618 (2019: £180,973). These latter figures effectively represent the underlying operational performance of the group. This takes the balance at 31 March 2020 to a deficit of £776,166 (2019: Deficit £28,548)

When combined with the Pension reserve of £2,288,000 (2019: liability £1,150,000) the unrestricted funds carried forward amount to net assets of £1,511,834 (2019: net liabilities £1,178,548).

The Directors and Executive Team have been and continue to actively pursue the development of additional revenue streams through the Trust's trading subsidiary, Fife Cultural Services Trading Ltd.

Financial planning for the longer-term sustainability of the organisation, given the scale of the financial challenges facing local government and the public sector more generally, has been and remains a key focus for the Board and Executive Team.

### **Business Growth Strategy**

The ongoing growth of Fife Cultural Trust is essential to enabling the organisation to continue in its current format. The Trust has continued to invest in the development of a number of income-generating areas over the past year:

#### **Trading**

Following the integration of the Fife Council catering services into the Trust there has been a significant amount of time spent developing this part of the business across several areas:

- Team building – creating a cohesive team across the estate going beyond individual sites

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- Skills development – both practical and business orientated. Ensuring team members have the skills to expand on the existing catering offering, provide business continuity through multi-skilled approaches to operations but also better understand the context that they are working in.
- Targets – introducing clear targets for all venues that are understood and communicated to team members, alongside strategies for increasing sales and protecting sales margins through better stock management and decreased wastage.

Alongside the development of catering the Trust has also re-purposed space at the Rothes Halls, creating an escape room experience that opened to the public in September 2019. This has been an incredibly popular new business stream (that is connected to the catering facilities through party packages / experiences), that has capitalised on the creativity of the Trust. The escape room has its own identity “The Cryptic Kingdom” that is connected to the Trust whilst supporting the diversification of audiences and improving reach with new demographics.

Moving into 2020 the Trust had strong ambitions in relation to expanding operations within the MICE (Meetings, Incentive, Conference and Events) industry; seeking to maximise on the Trusts existing assets in relation to meeting rooms, conferencing facilities, AV and technical support for events and unique spaces available for rental. A two-year business plan, and associated MICE sales post, have been established with funding support for growth agreed by Fife Council; however, the emergence of COVID-19 and associated public health measures forced the Trust to place these plans on hold, with a view to revisiting them in 2020/21.

### **Theatre**

During 2019/20 the Trust has worked intensively with TRG, (The Results Group for the Arts), an international, data-driven consulting firm that teaches arts and cultural professionals a patron-based approach to increasing demand, loyalty and revenue.

The first stage focused on collating and analysing all the data which we held to learn more about our theatre business and our customers. Alongside this, the Trust piloted a new demand-based pricing structure for the 2019 Pantomime. From these results, and with input from both the Board and Senior Management Team, a new bespoke ONFife 2-3 year plan was then developed, which follows TRG's best practice guides.

Rather than ‘tell and leave’ the TRG team works hand-in-hand with the in-house teams to deliver this plan, a partnership approach which is designed to strategically develop the Trust’s capacity and long-term sustainability.

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As the pricing structure for the 2019 Panto only commenced over half-way through the year, we were not expecting immediate results. Overall, due to a number of variables inclusive of staff training, some price resistance and a wider slowdown in panto sales nationally, our revenue was down on the previous year.

2020 however, got off to a strong start following impressive results with the launch of 2020 Pantomime and immediate positive results from the loyalty engagement campaigns in the Spring 2020 season. Sadly, all preparation for further changes to our pricing and marketing were placed on hold in March following Lockdown and the impact of COVID-19.

In the meantime, we continue to progress our work towards becoming more data-driven in our libraries and museums as well as building customer loyalty. We plan to implement our learnings in preparation for our theatres reopening in 2021.

### **Investment policy**

Financial investment: The Finance and Audit Committee reviewed and approved, on 18<sup>th</sup> February 2020, an Investment Strategy based on the following purpose, objectives and risks.

The purpose of the Trust's financial investment is to yield the best financial return within the level of risk considered to be acceptable by the Board; this return will then be either retained to grow the fund or realised and re-invested to deliver the Company's aims.

Investment Objectives: The Board approves the investment policy and any proposed amendments and receives a report annually on investment performance. Authority for the review of the policy, allocation of assets, assessment of risk, review of investment and investment manager's performance and withdrawal of funds is delegated to the Finance and Audit Committee.

Investment Risks: The Trust has adopted an ethically robust risk appetite which is scored as level 5. It has a diversified portfolio which has some fixed income, some equities and some cash holdings.

To augment cash flow over the year, the Trust withdrew £89,697 from the portfolio. At 31 March 2020 Investments had depreciated by £36,593 to a value of £437,217. It is forecast that over the coming year this will yield Investment Income of 3.4% or £15,080.

### **Risk Management**

The major strategic, business, and operational risks that the Company faces have been identified and the main risks every quarter are reviewed by the full Board, and in detail on a regular basis by the Finance and Audit Committee, and the HR Committee where those risks are people related. Systems

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have been established and are regularly reviewed. These are strengthened as required to ensure that the necessary steps are taken to lessen these risks.

We continue to embed risk management into operational working and planning. Internal risk management meetings are now quarterly with senior managers expected to review their risks on a 4-weekly basis. Emerging risks and issues are discussed at the Senior Management Tactical Team meeting on a weekly basis.

Key risks identified and mitigating actions initiatives during 2019-20 included

- Financial sustainability / Reduction of Management Fee
- Succession planning for key positions in the Trust
- Trade Union relations following on from the library opening hours review
- COVID-19

COVID-19 is the biggest risk that occurred during 2019-20 and a separate risk register to respond and manage the pandemic was created and put into place early March 2020.

**Principal funding sources: Contractual Relationships**

The Company is contracted to deliver services for Fife Council; the contract sets out the funding due to the Company from Fife Council as well as the in-kind support offered to the Company including services such as Finance, IT, HR, building repairs and maintenance to the Trust. In return the Company delivers cultural services to a mutually agreed performance specification.

The Company's charitable status attracts non-domestic rating relief and VAT savings.

The contractual outcomes and outputs the Company is required to deliver to Fife Council are decided by the aspirations and objectives contained in appropriate policies, plans and strategies, for example the Plan 4 Fife 2017-2027.

The Company is required to report annually on its operations to the Community and Housing Services Committee of Fife Council. In addition, the Chief Executive and senior staff engage regularly with the political administration and with local elected members individually and via Area Committees.

**Reserves policy**

The Company is atypical as a charity insofar as it receives in the order of 62% of its total revenue from its Sole Member, namely, Fife Council. The delivery of statutory public services constitutes 69% of total service spend and over 85% of our annual management fee for the Trust. Given this relationship and the fact that it delivers services directly on behalf of the Council, the Company does not require to accumulate a reserve equivalent to 6 months running costs in order to ensure its viability and sustainability.

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Notwithstanding the foregoing, the Company is committed to reducing its reliance on local authority funding by generating unrestricted income where appropriate and managing cash balances and investment opportunities carefully and professionally.

### **Post Balance Sheet events**

COVID-19 is a significant post balance sheet event that has created an unprecedented situation for Fife Cultural Trust and its Trading subsidiary. From mid-March programming for theatre events was halted, with shows being re-scheduled for next year. This scheduling has been under constant review and all trading activity was brought to an end by 23<sup>rd</sup> March 2020.

This has seen both FCT and FCSTL enter the financial year 2020/21 in a very different position to that which was anticipated. A number of key actions have been taken to address the financial security and sustainability of both organisations, and this has largely involved engagement and support from Fife Council, the sole member of the Charity. To date these actions have included:

- Full budget review to identify all committed expenditure and reduce all spending across the Trust where possible.
- Suspension of all budgets with the Trust managing all finances centrally to ensure there is full oversight of all income and expenditure and increased controls are in place to prevent overspend.
- Applications to all external funding sources to gain additional support:
  - SCVO Third Sector Resilience Fund (unsuccessful)
  - Business Grant (successful - £25k)
  - SCVO Well-being fund (successful - £24k)
  - Digital Resilience Fund (successful - £4k)
  - Scottish Enterprise Pivotal Fund (unsuccessful)
- Ongoing cashflow forecasting to review the Trusts position on a weekly basis and identify key points of concern where intervention will be necessary
- Accessing the Corona Virus Job Retention Scheme for all eligible team members
- Diversification and the progressive re-opening of trading activities
- Business case submitted to RBS for overdraft authorisation
  - Overdraft permission has been granted. Due to arrangement fee costs (£1,500 for 6 months) we have not progressed this option yet
- Organisational review and change programme planning commenced to introduce long term approach to sustainability
- Monthly meetings, and ongoing engagement with Fife Council to discuss cashflow and forecast shortfall, progression with change programme required to reduce expenditure.

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## **Plans for Future Periods**

The Trust has focused on its strategic development and focus as an organisation over the past two years; working collaboratively with the senior management team the Trust will enter 2020-21 with a new vision, values, and tone of voice to describe who we are and what we do. The emphasis will be on the difference we want to make, how we want our customers to feel and positioning the organisation as a charity that is here to benefit people in Fife.

The Trust has worked extensively with Studio LR, an external brand and marketing company to produce the following:

### **WHO WE ARE**

#### **Opening doors to inspiration**

We are OnFife and we know how valuable creativity is to our communities. A little inspiration can go a long way to help people connect with each other and live happy, healthy lives.

Through our amazing venues, partnerships and online channels we give people experiences to remember. We specialise in making jaws drop, bellies laugh, hearts warm, eyes light up and imaginations run wild.

From the screen to the stage, the painting to the page, from the treasures of the past to the stars of the future. We run 42 high-quality venues across Fife including theatres, libraries, museums, galleries and archives. From historic buildings to mobile museums, award-winning new destinations to much-loved community hubs – in Fife, creativity comes in all shapes and sizes.

OnFife is a registered charity – we're here for Fife not for profit.

We believe everyone has the right to inspiration and creativity, so:

- We bring a wide variety of top-class culture to the people of Fife, at an affordable price.
- We create and run community initiatives that build people's confidence, boosting their health, wellbeing, literacy and employment prospects.
- We make our experiences inclusive – carers go free to all theatre shows, while we run special relaxed performances, captioned film-screenings, and shows tailored for people living with dementia, people with profound learning disabilities, and tiny tots. We also host Bookbug sessions in British Sign Language, Gaelic and Scots, and deliver books directly to people who can't come to us.

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- We support Fife's thriving creative communities – from grassroots events, exhibitions and competitions, to industry mentorship and networking. We help artists showcase and sell their work, hone their skills, share their experiences, and inspire others.

Every penny we do make is invested straight back into high-quality creative, entertainment and learning opportunities for the whole community... keeping the doors to inspiration open to everyone.

## **VALUES**

### **Fearless**

We're a creative organisation full of adventure and imagination. We believe in ourselves and each other.

### **Inviting**

We believe inspiration is for everyone. We're inclusive, generous and customer-focused in everything we do – putting on enticing experiences and giving everyone a taste of our famous warm welcome.

### **Fair**

We treat everyone with respect – listening to, accepting, and taking on board their opinions, no matter how different they are to our own. We act with integrity – taking responsibility, and doing what we say we will, every time.

### **Exciting**

We aim to be a positive force in the lives of others. Motivated and proactive, our work stands out because of our passion and energy for what we do. We're in the business of inspiration – and that's an exciting place to be.

Alongside this, the key focus during 2020/21 (and beyond) will be on establishing and embedding the right systems and processes to measure and assess performance against the organisational strategic objectives:

#### **1 Seek Adventure**

We are recognised as the “go to” creative engine of Fife, providing dynamic, innovative and inspirational cultural leadership and services which invests in, values and rewards the loyalty of our patrons.

**FIFE CULTURAL TRUST**  
**Trustees' Report (incorporating the Trustees' Strategic Report)**  
**For the year ended 31 March 2020**

**2 Value and Support our People**

We are recognised externally and internally as an organisation that it is desirable to work for, who supports our people to reach their full potential, creating opportunities and an environment that encourages them to play to their strengths and in which they feel valued, invested in, and led with integrity.

**3 Create inspiring experiences**

We are renowned for creating amazing experiences for our customers, delivering awe inspiring events across our services whilst adding sparkle to Fife's cultural calendar.

**4 Nurture our Communities**

We are visible, valued and invested in Fife's Communities, nurturing environments that spark creative journeys. We promote growth and ambition providing pathways to employment.

This will sit alongside the Trust's new approach to service planning and resource management; during 2019/20 a new way of working was introduced to ensure a clear framework for the diverse business areas was in place and all departments operate a 90, 120 and 180-day planning cycle that provides a high-level overview of activity aligned to achieving the strategic objectives. The plans are updated every 30 days, with progress against actions considered at 4-weekly tactical meetings and a further, more in-depth review provided at quarterly strategic team meetings.

**Structure, Governance and Management**

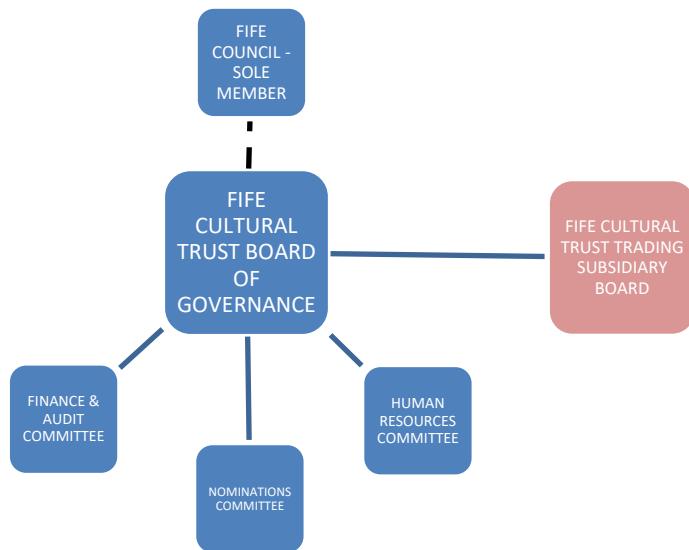
Fife Cultural Trust is a company limited by guarantee (SC415704), governed by its Memorandum and Articles of Association, and does not have share capital. Membership is open only to Fife Council and the member has undertaken to contribute an amount not exceeding one pound towards any deficit arising in the event of the company being wound up. The Company has charitable status under Section 505 of the Income and Corporation Taxes Act 1988 and the Scottish Charity number is SC043442.

**Governance Architecture**

As alluded to above, the company has dual accountability to both Companies House and the Office of the Scottish Charity Regulator (OSCR) and this accountability requires and emphasises the need for strong governance across the Trust.

**FIFE CULTURAL TRUST**  
**Trustees' Report (incorporating the Trustees' Strategic Report)**  
**For the year ended 31 March 2020**

The undernoted schematic captures, in overview, the Governance Architecture of the Trust:



Whilst all staff in the Trust, including senior management have salaries evaluated and paid under Fife Council terms and conditions, the Nominations Committee is also charged with progressing recruitment of directors and recommending board membership to the sole member, and for the recruitment and terms and conditions of the Chief Executive.

### Directors

The Company's Board comprises 13 Directors, composed of 4 elected members of Fife Council, and 9 independent Directors. At March 2020 there was 1 vacancy on the Board, plans for recruitment of new Board members (for FCT and FCSTL) is currently on hold as the Trust navigates the COVID-19 crisis and timelines in relation to social distancing measures remain unknown.

The Company's trading subsidiary, Fife Cultural Services Trading Ltd, supports the Trust in its primary objects of carrying on activities which benefit the community primarily within the area served by Fife Council. The trading subsidiary can have up to 6 directors on its Board, and currently 3 of these places are taken up by directors drawn from the Board of the main Company and 2 external business partners.

The Board is keen to grasp the opportunity which the trading subsidiary represents to look at ways in which the facilities which the Trust operates can be utilised to generate income and strengthen relationships with the business community, and also to maximise the sponsorship, income streams, and revenue generating opportunities which can be created through having the subsidiary in existence.

The directors who served during the period on both the main Company and the trading subsidiary are included in their accounts.

**FIFE CULTURAL TRUST**  
**Trustees' Report (incorporating the Trustees' Strategic Report)**  
**For the year ended 31 March 2020**

**Policies and procedures for induction and training of directors**

An induction process is in place for new directors, which is reviewed and updated on an annual basis. This covers the strategic and operational issues affecting the Company. The ongoing training needs of directors are considered by the Board as required and on an annual basis, a process led by the Chair through engagement with individual directors supported by a written self-evaluation exercise which is co-ordinated, and the results collated and shared, by the Chief Executive.

**Director Insurance**

Third party indemnity insurance was paid by the company during the period for the benefit of the directors of the Company.

**Organisation of Business**

The Board of Directors meets at least quarterly with directors and senior management present. Decisions are taken to set the overall strategy for the business as well as to monitor its activities. Senior management are charged with the task of implementing these decisions. Also, in place are a Finance and Audit Committee and an HR Committee with the Chairs and members of the Committees drawn entirely from the Board.

The Board has also, as required by the Articles of Association, established a Nominations Committee which meets as required given the nature of its remit.

**Staffing and Structure**

Beneath the Board, sits the Executive Team. The Executive Team (ET) in 2019/20 consisted of:

- Chief Executive
- Director of Corporate and Commercial Development
- Director of Creative Development and Delivery
- Chief Operating Officer (from September 2019)

The Executive Team lead, and are supported by, a senior leadership team (SLT) which consist of the ET and six strategic leaders in the organisation:

- Head of Business Development
- Service Development Manager, Libraries
- Cultural Services Manager
- Programming Manager
- Marketing and Audience Development Team Leader
- Corporate Business Manager

**FIFE CULTURAL TRUST**  
**Trustees' Report (incorporating the Trustees' Strategic Report)**  
**For the year ended 31 March 2020**

Additionally, there is the wider senior management team, comprising of all department leads / heads who join the SLT and are responsible for the day to day management decisions and oversight across the organisation:

- Head of Finance
- Team Leader HR
- Deputy Operations Manager
- Creative Development Manager

The Company currently employs around 350 staff in a mix of permanent and casual roles and on a range of working patterns, given the geographical diversity, and the scale and nature of the services provided.

The Company maintains a policy of regularly providing all employees and, where represented, trade unions with information on the company's performance. The Company operates an Equal Opportunities policy and applies this policy to all employees and job applicants. The policy seeks to ensure that everyone receives equality of opportunity, regardless of age, carer responsibility, colour, disability, ethnic origin, gender, marital status, nationality, politics, race, religion, sexuality, social/economic status, trade union membership/activity or any other unjustifiable grounds. All persons employed by the company have the opportunity for training, development and career progression.

**FIFE CULTURAL TRUST**  
**Trustees' Report (incorporating the Trustees' Strategic Report)**  
**For the year ended 31 March 2020**

**Reference and administration information**

**Trustees**

The Trustees of the charity (who are also the directors of the charity for the purposes of company law) who held office during the period and to date are as follows:

**Partner Directors**

Councillor L R Backhouse

Councillor I Cameron

Councillor Dave Coleman

Councillor J A Liston

**Independent Directors**

D H Bottom

Dr D H Caldwell (Chair)

F Davidson

B E Lawrie (Vice Chair)

F C Quinault

S E Scarlett

Z Brett (from 07/06/2019)

G Butterfield (from 11/06/2019)

**Secretary**

K Keay

**FIFE CULTURAL TRUST**  
**Trustees' Report (incorporating the Trustees' Strategic Report)**  
**For the year ended 31 March 2020**

**Administrative details**

<b>Bankers</b>	Royal Bank of Scotland Glenrothes Branch 3 Falkland Gate Kingdom Centre GLENROTHES KY7 5NS
<b>Investment Advisors</b>	Brewin Dolphin 144 Morrison Street, EDINBURGH EH3 8EX
<b>Solicitors</b>	Burness Paull LLP 50 Lothian Road EDINBURGH EH3 9WJ
<b>Registered Office</b>	Iona House John Smith Business Park Grantsmuir Road KIRKCALDY KY2 6NA
<b>Auditors</b>	Azets Audit Services Exchange Place 3 Semple Street EDINBURGH EH3 8BL
<b>Charity registration number:</b>	SC043442
<b>Company registration number:</b>	SC415704

**FIFE CULTURAL TRUST**  
**Trustees' Report (incorporating the Trustees' Strategic Report)**  
**For the year ended 31 March 2020**

**Statement of Trustees' Responsibilities**

The Trustees (who are the directors of the charity for the purposes of company law) are responsible for preparing the Trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and the group and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the company website.

**Disclosure of Information to the Auditor**

To the knowledge and belief of each of the persons who are Trustees at the time the report is approved:

- So far as the trustee is aware, there is no relevant information of which the company's auditor is unaware; and
- He/she has taken all the steps that he/she ought to have taken as a trustee in order to make himself/herself aware of any relevant audit information, and to establish that the company's auditor is aware of the information.

**FIFE CULTURAL TRUST**  
**Trustees' Report (incorporating the Trustees' Strategic Report)**  
**For the year ended 31 March 2020**

In approving the Trustees' Report, the Trustees are also approving the Strategic Report in their capacity as company directors.

Approved by the Board on October 2020 and signed on its behalf by:

.....

Dr D H Caldwell  
*Chairman*

Date: October 2020

## **FIFE CULTURAL TRUST**

### **Independent Auditor's Report to the Trustees and Members of Fife Cultural Trust For the year ended 31 March 2020**

#### **Opinion**

We have audited the financial statements of Fife Cultural Trust (the 'parent charitable company') and its subsidiary (the group) for the year ended 31 March 2020 which comprise the Consolidated and Parent Charitable Company Statement of Financial Activities (incorporating the Income and Expenditure Account), the Consolidated and Parent Charitable Company Balance Sheet, the Consolidated Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2020 and of the group's and parent charitable company's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

#### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## **FIFE CULTURAL TRUST**

### **Independent Auditor's Report to the Trustees and Members of Fife Cultural Trust For the year ended 31 March 2020**

#### **Conclusions relating to going concern**

We have nothing to report in respect of the following matters in which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

#### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our Auditor's Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report (incorporating the Strategic Report), which includes the Directors' Report and the Strategic Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' Report included within the Trustees' Report (incorporating the Strategic Report) have been prepared in accordance with applicable legal requirements.

## **FIFE CULTURAL TRUST**

### **Independent Auditor's Report to the Trustees and Members of Fife Cultural Trust For the year ended 31 March 2020**

#### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (incorporating the Strategic Report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

#### **Responsibilities of the trustees**

As explained more fully in the Statement of Trustees' Responsibilities set out on page 34, the trustees (who are the directors for the purposes of company law and trustees for the purposes of charity law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the parent charitable company or to cease operations, or have no realistic alternative but to do so.

#### **Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are

## FIFE CULTURAL TRUST

### Independent Auditor's Report to the Trustees and Members of Fife Cultural Trust For the year ended 31 March 2020

considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditor's Report.

#### **Use of our report**

This report is made solely to the parent charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Our audit work has been undertaken so that we might state to the parent charitable company's members, as a body, and the charitable company's trustees, as a body, those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the parent charitable company, the parent charitable company's members, as a body, and the parent charitable company's trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

**Nick Bennett, Senior Statutory Auditor**

For and on behalf of Azets Audit Services, Statutory Auditor

Exchange Place 3  
Semple Street  
Edinburgh  
EH3 8BL

October 2020

**FIFE CULTURAL TRUST**  
**Consolidated Statement of Financial Activities**  
**(incorporating a consolidated income and expenditure account)**  
**For the year ended 31 March 2020**

	Note	Unrestricted Fund 2020	Restricted Funds 2020	Total 2020	Total 2019
		£	£	£	£
<b>Income from:</b>					
Charitable activities	4	10,743,132	334,102	11,077,234	11,564,656
Other trading activities	3	1,109,617	-	1,109,617	1,139,663
<b>Total income</b>		<b>11,852,749</b>	<b>334,102</b>	<b>12,186,851</b>	<b>12,704,319</b>
<b>Expenditure on:</b>					
Charitable activities	5	(12,653,648)	(299,394)	(12,953,042)	(12,980,232)
Raising Funds	3	(895,089)	-	(895,089)	(1,003,770)
<b>Total expenditure</b>		<b>(13,548,737)</b>	<b>(299,394)</b>	<b>(13,848,131)</b>	<b>(13,984,002)</b>
Net (losses)/gains on investments		(36,593)	-	(36,593)	34,228
<b>Net (expenditure)/income</b>		<b>(1,732,581)</b>	<b>34,708</b>	<b>(1,697,873)</b>	<b>(1,245,455)</b>
<b>Transfers between funds</b>	19	(95,037)	95,037	-	-
<b>Other recognised gains / (losses):</b>					
Actuarial gains/(losses) on defined benefit pension schemes	17	4,518,000	-	4,518,000	(1,768,000)
<b>Net movement in funds</b>		<b>2,690,382</b>	<b>129,745</b>	<b>2,820,127</b>	<b>(3,013,455)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward	19	(1,178,548)	112,323	(1,066,225)	1,947,230
<b>Total funds carried forward</b>		<b>1,511,834</b>	<b>242,068</b>	<b>1,753,902</b>	<b>(1,066,225)</b>

The Statement of Financial Activities includes all gains and losses recognised in the year. None of the group's activities were acquired or discontinued during the above period.

The notes on pages 44- 64 form part of these financial statements

**FIFE CULTURAL TRUST**  
**Charity Statement of Financial Activities**  
**(incorporating an income and expenditure account)**  
**For the year ended 31 March 2020**

	Note	Unrestricted		Restricted		Total 2020 £	Total 2019 £
		Fund	Funds	Total	2020		
		2020	2020	2020	2020		
<b>Income from:</b>							
Charitable activities	4	10,843,132	334,102	11,177,234	11,177,234	11,629,656	11,629,656
<b>Total income</b>		<b>10,843,132</b>	<b>334,102</b>	<b>11,177,234</b>	<b>11,177,234</b>	<b>11,629,656</b>	<b>11,629,656</b>
<b>Expenditure on:</b>							
Charitable activities	5	(12,653,648)	(299,394)	(12,953,042)	(12,953,042)	(12,980,232)	(12,980,232)
<b>Total expenditure</b>		<b>(12,653,648)</b>	<b>(299,394)</b>	<b>(12,953,042)</b>	<b>(12,953,042)</b>	<b>(12,980,232)</b>	<b>(12,980,232)</b>
Net (losses)/gains on investments		(36,593)	-	(36,593)	(36,593)	34,228	34,228
<b>Net (expenditure)/income</b>		<b>(1,847,109)</b>	<b>34,708</b>	<b>(1,812,401)</b>	<b>(1,812,401)</b>	<b>(1,316,348)</b>	<b>(1,316,348)</b>
<b>Transfers between funds</b>	19	(95,037)	95,037	-	-	-	-
<b>Other recognised gains / (losses):</b>							
Actuarial gains/(losses) on defined benefit pension schemes	17	4,518,000	-	4,518,000	4,518,000	(1,768,000)	(1,768,000)
<b>Net movement in funds</b>		<b>2,575,854</b>	<b>129,745</b>	<b>2,705,599</b>	<b>2,705,599</b>	<b>(3,084,348)</b>	<b>(3,084,348)</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward	19	(1,196,879)	112,323	(1,084,556)	(1,084,556)	1,999,792	1,999,792
<b>Total funds carried forward</b>		<b>1,378,975</b>	<b>242,068</b>	<b>1,621,043</b>	<b>1,621,043</b>	<b>(1,084,556)</b>	<b>(1,084,556)</b>

The Statement of Financial Activities includes all gains and losses recognised in the year. None of the Company's activities were acquired or discontinued during the above period.

The notes on pages 44-64 form part of these financial statements

**FIFE CULTURAL TRUST**  
**Balance Sheets**  
**As at 31 March 2020**

	Note	Group		Charity	
		2020	2019	2020	2019
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	9	147,696	155,887	85,576	121,941
Investments	10	437,117	538,949	437,217	539,049
		<b>584,813</b>	<b>694,836</b>	<b>522,793</b>	<b>660,990</b>
<b>Current assets</b>					
Stock	11	58,071	64,206	-	-
Debtors	12	194,869	324,130	148,131	353,944
Cash at bank and in hand		174,672	524,033	147,310	441,884
		<b>427,612</b>	<b>912,369</b>	<b>295,441</b>	<b>795,828</b>
<b>Liabilities</b>					
Creditors: Amounts falling due within one year	13	(1,546,523)	(1,523,430)	(1,485,191)	(1,391,374)
		<b>(1,118,911)</b>	<b>(611,061)</b>	<b>(1,189,750)</b>	<b>(595,546)</b>
<b>Net assets excluding pension liability</b>		<b>(534,098)</b>	<b>83,775</b>	<b>(666,957)</b>	<b>65,444</b>
<b>Defined benefit pension scheme asset/(liability)</b>					
	17	2,288,000	(1,150,000)	2,288,000	(1,150,000)
<b>Total net assets/(liabilities)</b>	18	<b>1,753,902</b>	<b>(1,066,225)</b>	<b>1,621,043</b>	<b>(1,084,556)</b>
<b>The funds of the charity:</b>					
Restricted income funds	19	242,068	112,323	242,068	112,323
Unrestricted funds (excluding pension reserve)	19	(776,166)	(28,548)	(909,025)	(46,879)
Pension reserve	19	2,288,000	(1,150,000)	2,288,000	(1,150,000)
<b>Funds</b>		<b>1,753,902</b>	<b>(1,066,225)</b>	<b>1,621,043</b>	<b>(1,084,556)</b>

The financial statements were approved and authorised for issue by the Board on October 2020 and signed on its behalf by:

Dr D H Caldwell  
*Chairman*  
 Registered number SC415704

**FIFE CULTURAL TRUST**  
**Consolidated Statement of Cash Flows**  
**For the year ended 31 March 2020**

	Notes	2020 £	2019 £
<b>Cash flows from operating activities:</b>			
Net cash provided by (used in) operating activities	20	<b>(358,862)</b>	<b>(137,266)</b>
<b>Cash flows from investing activities:</b>			
Purchase of property, plant and equipment		(55,738)	(18,625)
Purchase of investments		(99,479)	-
Proceeds from sale of investments		164,718	-
<b>Net cash provided by/(used in) investing activities</b>		<b>9,501</b>	<b>(18,625)</b>
<b>Change in cash and cash equivalents in the reporting period</b>		<b>(349,361)</b>	<b>(159,891)</b>
<b>Cash at the beginning of the reporting period</b>		524,033	679,924
<b>Cash at the end of the reporting period</b>		<b>174,672</b>	<b>524,033</b>

The notes on pages 44-64 form part of these financial statements

**FIFE CULTURAL TRUST**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2020**

## **1. Accounting policies**

### **General information**

Fife Cultural Trust is a charitable company limited by guarantee, registered in Scotland with company registration number SC415704 and with the Office of the Scottish Charity Regulator under charity number SC043442. The registered office is Iona House, John Smith Business Park, Grantsmuir Road, Kirkcaldy, KY2 6NA. The principal activity is the provision of cultural services for Fife.

### **Basis of accounting**

The financial statements have been prepared in accordance with the Financial Reporting Standard 102 as issued by the Financial Reporting Council, the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)", the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended).

Fife Cultural Trust (the Company) meets the definition of a public benefit entity under FRS 102 and has taken advantage of paragraph 3(3) of Schedule 4 of the Companies Act and adapted the Companies Act formats to reflect the special nature of the Company's activities.

These financial statements are presented in pounds sterling (GBP) as that is the currency in which the Company's transactions are denominated.

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires directors to exercise their judgements in the process of applying accounting policies. Use of available information and application of judgement are inherent in the formation of estimates. Actual outcomes in the future could differ from such estimates. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 2.

### **Basis of consolidation**

The consolidated financial statements include the financial statements of the Company and its subsidiary undertaking Fife Cultural Services Trading Limited made up to 31 March 2020.

### **Income and expenditure**

Owing to the special nature of the business of the Company and in the interests of presenting the results clearly to the members, it is considered inappropriate to adhere to the income and expenditure format described under section 400 of the Companies Act 2006. A statement of financial activities has been prepared in a form which is considered to give the members a true and fair view of the results for the period and which also complies with the requirements of Section 400 of the Act and Statement of Recommended Practice applicable to charities (Charities SORP (FRS 102)).

**FIFE CULTURAL TRUST**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2020**

### **Going concern**

The financial statements have been prepared on the basis of accounting policies that are consistent with the treatment of the Company as a going concern.

In the Directors' opinion, the Company will be able to continue for the foreseeable future. Underpinning the confidence in this approach is strong and proactive liaison between the Trust and its sole member, Fife Council, as to service delivery and the funding thereof which has been confirmed in a Letter of Support to the Trust.

### **Fund Accounting**

Funds are classified as either restricted funds or unrestricted funds, defined as follows:

**Restricted funds** are funds subject to specific trusts, which may be declared by the donor or with their authority. Some are restricted income funds expendable at the discretion of the Board in furtherance of a particular activity, such as government grants for a specific centre, and funds raised for particular client groups or activities. Others are capital funds where the assets are required to be invested for long term use.

**Unrestricted funds** are expendable at the discretion of the Board in furtherance of the objectives of the group. If part of the unrestricted funds is earmarked at the discretion of the Board for a particular project, it is designated as a separate fund. This designation has an administrative purpose only and does not legally restrict the Board's discretion to apply the fund.

A transfer is made from unrestricted funds to restricted funds to compensate fully all restricted funds which would otherwise be in deficit at the accounting date unless it is only a short-term deficit and that subsequent funds are received to remove the deficit.

### **Income**

Income from charitable activities is accounted for on an accruals basis.

Income from the Fife Council is accounted for on an accruals basis and is agreed in advance based on the level of service provided.

### **Expenditure**

All expenditure is accounted for on an accruals basis. Where costs cannot be directly attributed to a cost heading, they have been allocated on a basis consistent with use of the resources.

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**Leases**

Operating lease rentals are charged to the Statement of Financial Activities on a straight-line basis over the period of the lease.

**Tangible fixed assets**

Tangible fixed assets are stated at cost less depreciation and any provision for impairment. A minimum capitalisation threshold of £1,000 is applied. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost, less estimated residual value, of each asset evenly over its expected useful life as follows:

IT Software	- 6 years
IT Hardware	- 4 years
Equipment (Short Life)	- 4 years
Equipment (Medium Life)	- 5 to 8 years
Equipment (Long Life)	- 10 years
Fixtures and Fittings	- 5 years

**Stocks**

Stocks of materials and consumables are stated at the lower of cost and net realisable value in the ordinary course of operating.

**Debtors**

Trade debtors are amounts due from customers for merchandise sold or services performed. Trade debtors are recognised at the un-discounted amount of cash receivable, which is normally invoice price, less any allowances for doubtful debts.

**Cash and Liquid resources**

Cash, for the purpose of the statement of cash flows, comprises cash in hand and deposits repayable on demand, less overdrafts payable on demand.

**Creditors**

Trade creditors are obligations to pay for goods or services that have been acquired. They are recognised at the undiscounted amount owed to the supplier, which is normally the invoice price.

**Financial assets and financial liabilities**

Financial instruments are recognised in the Statement of Financial Activities when the Company becomes a party to the contractual provisions of the instrument. Financial instruments are initially measured at transaction price unless the arrangement constitutes a financing transaction which includes transaction costs for financial instruments not subsequently measured at fair value.

**FIFE CULTURAL TRUST**  
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Subsequent to initial recognition, they are accounted for as set out below. A financing transaction is measured at the present value of the future payment discounted at the market rate of interest for similar debt instrument.

Financial instruments are classified as either 'basic' or 'other' in accordance with Chapter 11 of FRS 102. The Trust only holds basic financial instruments.

At the end of each reporting period, basic financial instruments are measured at amortised cost using the effective rate method. All financial instruments not classified as basic are measured at fair value at the end of the reporting period with the resulting changes recognised in income or expenditure. Where the fair value cannot be reliably measured, they are recognised at cost less impairment.

Financial assets are derecognised when the contractual rights to the cash flows from assets expire, or when the Company has transferred substantially all the risks and rewards of ownership. Financial liabilities are derecognised only once the liability has been extinguished through discharge, cancellation or expiry.

### **Taxation**

The charitable company is exempt from tax on income and gains falling within Section 505 of the Taxes Act 1988 or Section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

### **Pensions**

Fife Cultural Trust participates in Fife Council Pension Fund, a Local Government Pension Scheme, which is a defined benefit pension scheme. The Fund is administered by Fife Council in accordance with the Local Government Scheme (Scotland) Regulations 1998 as amended. All existing and new employees have the option of joining the Fund. The assets and liabilities of the scheme are held separately from those of the Trust in an independently administered fund.

The pension costs charged in the period are based on actuarial methods and assumptions designed to spread the anticipated pension costs over the service life of employees in the scheme, so as to ensure that the regular pension costs represent a substantially level percentage of the current and expected future pensionable payroll. Variations from regular costs are spread over the remaining service lives of current employees in the scheme.

The cost of providing benefits is determined using the Projected Unit Credit Method, with actuarial valuations being carried out at each reporting date. Actuarial gains and losses arising from experience adjustments and changes in assumptions are recognised immediately in the Statement of Financial Activities. All costs related to the defined benefit scheme are recognised in the Statement of Financial Activities.

The retirement benefit obligation recognised in the balance sheet represents the present value of the defined benefit obligation as reduced by the fair value of plan assets.

**FIFE CULTURAL TRUST**  
**Notes to the Financial Statements**  
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Any asset resulting from the calculation is limited to the present value of available refunds and reductions in future contributions to the plan.

**Termination benefits**

Termination benefits are payable when employment is terminated before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. Termination benefits are recognised in the statement of financial activities when it is demonstrably committed to either (i) terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal, or (ii) providing termination benefits as a result of an offer made to encourage voluntary redundancy.

**2. Critical judgements and estimates**

In preparing the financial statements, Trustees make estimates and assumptions which affect reported results, financial position and disclosure of contingencies. Use of available information and application of judgement are inherent in the formation of the estimates, together with past experience and expectations of future events that are believed to be reasonable under the circumstances. Actual results in the future could differ from such estimates.

Critical judgements are made in the application of income recognition accounting policies, and the timing of the recognition of income in accordance with the Charities SORP (FRS 102).

**Defined benefit pension and other post-employment benefits**

The present value of the defined benefit pension and other post-employment benefit obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) for pension and other post-employment benefits include the discount rate. Any changes in these assumptions will have an effect on the carrying amount of pension and other post-employment benefits.

After taking appropriate professional advice, management determines the appropriate discount rate at the end of each reporting period. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. In determining the appropriate discount rate, consideration is given to the interest rates of high-quality corporate bonds that are denominated in the currency which the benefits are to be paid and that have terms to maturity approximating the terms of the related pension liability.

**FIFE CULTURAL TRUST**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2020**

**3. Commercial trading operations and investment in trading subsidiary**

The wholly owned trading subsidiary Fife Cultural Services Trading Limited, which is incorporated in Scotland, pays all of its profits to the Company by Gift Aid. The Company owns the entire issued share capital of 100 ordinary shares of £1. A summary of the trading results is shown below.

	2020 £	2019 £
Turnover	1,109,617	1,139,663
Cost of sales	(778,354)	(883,350)
<b>Gross profit</b>	<b>331,263</b>	<b>256,313</b>
Administrative expenses	(116,735)	(120,420)
<b>Operating profit</b>	<b>214,528</b>	<b>135,893</b>
<b>Profit for the year</b>	<b>214,528</b>	<b>135,893</b>

**The assets and liabilities of the subsidiary were:**

Fixed Assets	62,120	33,946
Current Assets	157,781	255,002
Current Liabilities	(86,942)	(270,517)
<b>Aggregate share capital and reserves</b>	<b>132,959</b>	<b>18,431</b>

Included above is a management service fee from Fife Council of £143,000 for the year (2019: £135,421).

Comparative amounts relating to 2019 have been restated to derecognise cash of £67,809 and stocks of £58,877, with corresponding amounts recognised in expenditure and closing profit and loss reserves. A distribution to the charitable parent of £125,000 was cancelled as a result. The overall impact to the closing profit and loss reserves was a decrease of £1,686.

**FIFE CULTURAL TRUST**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2020**

**4. Income from charitable activities is as follows:**

	<b>Group</b>		<b>Charity</b>	
	<b>2020</b> £	<b>2019</b> £	<b>2020</b> £	<b>2019</b> £
Theatres	2,452,744	2,126,504	2,452,744	2,126,504
Libraries and Museums	6,776,728	7,506,105	6,776,728	7,506,105
Cultural Partnerships	283,342	345,131	283,342	345,131
Administration	1,564,420	1,586,916	1,664,420	1,651,916
<b>Total</b>	<b>11,077,234</b>	<b>11,564,656</b>	<b>11,177,234</b>	<b>11,629,656</b>

A management service fee of £7,306,012 was received from Fife Council to Fife Cultural Trust in 2020 (2019: £7,617,288).

**5. Expenditure on charitable activities- Group and Charity**

	<b>Activities</b> <b>undertaken</b>	<b>Support</b> <b>costs</b>	<b>Total</b> <b>2020</b> £	<b>Activities</b> <b>undertaken</b>	<b>Support</b> <b>costs</b>	<b>Total</b> <b>2019</b> £
	<b>directly</b>	<b>(note 6)</b>		<b>directly</b>	<b>(note 6)</b>	
	<b>2020</b>	<b>2020</b>		<b>2019</b>	<b>2019</b>	
Theatres	2,352,948	548,654	2,901,602	2,513,228	222,674	2,735,902
Libraries and Museums	6,124,779	1,288,963	7,413,742	6,289,922	1,419,013	7,708,935
Cultural Partnerships	339,051	-	339,051	340,745	2,479	343,224
Administration	2,203,295	95,352	2,298,647	2,113,227	78,944	2,192,171
<b>Total</b>	<b>11,020,073</b>	<b>1,932,969</b>	<b>12,953,042</b>	<b>11,257,122</b>	<b>1,723,110</b>	<b>12,980,232</b>

**FIFE CULTURAL TRUST**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2020**

**6. Analysis of governance and support costs included in charitable activities – group and charity**

	<b>2020</b>	<b>2019</b>
	£	£
Audit fees	8,655	8,655
Non audit fees	2,500	2,500
Legal fees and Consultants fees	78,261	72,787
	<hr/>	<hr/>
Total governance costs	89,416	83,942
Support provided by Fife Council	1,843,553	1,639,168
	<hr/>	<hr/>
	<b>1,932,969</b>	<b>1,723,110</b>
	<hr/>	<hr/>

Fife Cultural Trust receives support services from Fife Council free of charge. Fife Council has provided an estimated value of the services provided and they have been charged in line with the Charities Statement of Recommended Practice.

In addition to those disclosed above, services in kind of £52,395 (2019: £75,682) have also been recognised in the activities of the trading subsidiary disclosed in Note 3.

**7. Net (expenditure)/income**

	<b>Group</b>		<b>Charity</b>	
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
	£	£	£	£
<b>Net (expenditure)/income is stated after charging</b>				
Auditors' remuneration (including expenses)				
- for audit	9,430	9,430	8,655	8,655
- for other services	2,750	2,750	2,500	2,500
Depreciation	63,929	65,357	50,159	53,942

**FIFE CULTURAL TRUST**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2020**

**8. Staff numbers and costs**

The remuneration and associated costs of the Group were:

	2020	2019
	£	£
Wages and salaries	6,099,009	6,017,325
Social security costs	467,066	437,277
Pension costs – service charge cost	1,053,747	1,181,549
	<hr/>	<hr/>
	<b>7,619,822</b>	<b>7,636,151</b>
	<hr/>	<hr/>

The average monthly number of employees during the year was:

	2020 Number	2019 Number
Employees	<b>387</b>	<b>381</b>
	<hr/>	<hr/>

The number of employees whose emoluments amounted to £60,000 or more in the year were as follows:

	2020 Number	2019 Number
£60,000 - £70,000	2	1
£90,001- £100,000	1	1
	<hr/>	<hr/>
	<b>3</b>	<b>2</b>
	<hr/>	<hr/>

The total employee benefits of the senior management team were £297,462 (2019: £286,823).

No member of the Board received remuneration or any expenses from Fife Cultural Trust other than Directors indemnity insurance (2019: nil).

**FIFE CULTURAL TRUST**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2020**

**9. Tangible assets**

<b>Fixtures, fittings &amp; equipment</b>	<b>Group £</b>	<b>Company £</b>
<b>Cost</b>		
As at 1 April 2019	535,876	488,502
Additions	55,738	13,794
As at 31 March 2020	591,614	502,296
<b>Depreciation</b>		
As at 1 April 2019	(379,989)	(366,561)
Charge	(63,929)	(50,159)
As at 31 March 2020	(443,918)	(416,720)
<b>Net book value</b>		
As at 31 March 2019	155,887	121,941
As at 31 March 2020	147,696	85,576

**10. Investments**

	<b>Group</b>		<b>Charity</b>	
	<b>2020 £</b>	<b>2019 £</b>	<b>2020 £</b>	<b>2019 £</b>
Investment in subsidiary	-	-	100	100
Listed investment portfolio	437,117	538,949	437,117	538,949
	437,117	538,949	437,217	539,049

Fife Cultural Services Trading Limited is a wholly owned subsidiary, incorporated in Scotland. The results for the year are detailed at note 3.

**FIFE CULTURAL TRUST**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2020**

**Listed investment portfolio**

	<b>Group and Charity</b>
	2020
	£
Fair value of portfolio at 1 April 2019	538,949
Additions at cost	99,479
Disposals	(156,765)
Unrealised loss on revaluation	(44,546)
	<hr/>
Fair value of portfolio at 31 March 2020	437,117
	<hr/> <hr/>

**11. Stock**

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Stock	58,071	64,206	-	-
	<hr/>	<hr/>	<hr/>	<hr/>

**12. Debtors**

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Trade debtors	88,514	64,068	20,025	10,183
Prepayments and accrued income	106,355	163,434	102,496	116,783
Fife Council	-	96,628	-	88,681
Amounts due from subsidiary	-	-	25,610	138,297
	<hr/>	<hr/>	<hr/>	<hr/>
	<b>194,869</b>	<b>324,130</b>	<b>148,131</b>	<b>353,944</b>
	<hr/>	<hr/>	<hr/>	<hr/>

**FIFE CULTURAL TRUST**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2020**

**13. Creditors: amounts falling due within one year**

	Group		Charity	
	2020 £	2019 £	2020 £	2019 £
Trade creditors	75,042	99,529	50,939	93,220
Fife Council	196,514	204,088	196,514	204,088
Accruals and deferred income	1,040,884	1,164,523	1,005,787	1,071,839
VAT	234,083	55,290	231,951	22,227
	<hr/>	<hr/>	<hr/>	<hr/>
	<b>1,546,523</b>	<b>1,523,430</b>	<b>1,485,191</b>	<b>1,391,374</b>
	<hr/>	<hr/>	<hr/>	<hr/>

**14. Deferred income**

Deferred income comprises advanced ticket sales.

	Group and Charity	
	2020	
	£	
Balance as at 1 April 2019	171,528	
Amounts released to income during the year	(171,528)	
Amounts deferred in year	235,044	
	<hr/>	
<b>Balance at 31 March 2020</b>	<b>235,044</b>	
	<hr/>	

**15. Financial assets and liabilities held at fair value through net income/(expenditure)**

	Group and Charity	
	2020	2019
	£	£
Listed investment portfolio	437,117	538,949
	<hr/>	<hr/>

**16. Commitments**

Peppercorn rental is paid to Fife Council for the use of the premises for the provision of the services on behalf of the Council.

**FIFE CULTURAL TRUST**  
**Notes to the Financial Statements**  
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**17. Pension Scheme**

Fife Cultural Trust is an admitted body of the Fife Council Pension Fund. The Superannuation Fund is a defined benefit scheme into which employee' and employer's contributions, and interest and dividends from investments are paid and from which pensions, lump sums and superannuation benefits are paid out. Employees' contributions are tiered, and employer's basic contributions are assessed every three years by an actuary and are fixed to ensure the fund remains solvent and in a position to meet its future liabilities. The actuarial method used is known as Projected Unit Credit Method.

**The movement in the defined benefit obligation over the year is as follows:**

	31 March 2020 £'000	31 March 2019 £'000
Opening defined benefit obligation	48,797	42,029
Current service cost	2,354	2019
Past service cost (including curtailments)	(99)	270
Interest cost on defined benefit obligation	1,195	1,158
Contributions by members	320	309
Actuarial losses/(gains)	(7,265)	3,817
Benefits paid	(717)	(803)
Unfunded benefits paid	(2)	(2)
 <b>Closing defined benefit obligation</b>	<b>44,583</b>	<b>48,797</b>

**The movement in the fair value of plan assets in the year is as follows:**

	31 March 2020 £'000	31 March 2019 £'000
Opening fair value of plan assets	47,647	43,723
Interest income on plan assets	1,153	1,189
Contributions by members	320	309
Contributions by the employer	1,215	1,180
Contributions in respect of unfunded benefits	2	2
Actuarial (losses) /gain	(2,747)	2,049
Benefits paid	(717)	(803)
Unfunded benefits paid	(2)	(2)
 <b>Closing fair value of plan assets</b>	<b>46,871</b>	<b>47,647</b>
 <b>Defined benefit pension scheme asset/(liability)</b>	<b>2,288</b>	<b>(1,150)</b>

**FIFE CULTURAL TRUST**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2020**

**Amounts recognised in net income/expenditure (per SOFA):**

	31 March 2020 £'000	31 March 2019 £'000
Current service cost	(2,354)	(2,019)
Past service cost (including curtailments)	101	(270)
<b>Total service cost</b>	<b>(2,253)</b>	<b>(2,289)</b>
<b>Net interest</b>		
Interest income on plan assets	1,153	1,189
Interest cost on defined benefit obligation	(1,195)	(1,158)
<b>Total net interest</b>	<b>(42)</b>	<b>31</b>
<b>Total defined benefit cost recognised in net income/expenditure per the SOFA</b>	<b>(2,295)</b>	<b>(2,258)</b>

The major categories of plan assets as a % of the total plan assets are as follows:

	31 March 2020 %	31 March 2019 %
Equities	70	74
Bonds	16	13
Property	9	8
Cash	5	5

The estimated employer contributions for the year to 31 March 2020 are £1,213,000.

The principal actuarial assumptions used in the calculations are:

	31 March 2020 % per annum	31 March 2019 % per annum
Pension Increase Rate	1.9	2.5
Salary Increase Rate	3.0	3.0
Discount Rate	2.3	2.4

**Mortality**

Vita curves with improvements in line with CMI 2016 model assuming the current rate of improvements has peaked and will converge to a long-term rate of 1.25%. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	Males	Females
Current Pensioners	20.5	23.0
Future Pensioners	21.6	24.6

**FIFE CULTURAL TRUST**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2020**

**18. Analysis of net assets between funds**

Group	Unrestricted	Restricted	Total 2020 £	Unrestricted	Restricted	Total 2019 £		
	Funds 2020	Funds 2020		Funds 2019	Funds 2019			
	£	£		£	£			
<b>Balance at 31 March</b>								
Represented by:								
Fixed assets	584,813	-	584,813	694,836	-	694,836		
Net current liabilities	(1,360,979)	242,068	(1,118,911)	(723,384)	112,323	(611,061)		
Retirement benefit scheme	2,288,000	-	2,288,000	(1,150,000)	-	(1,150,000)		
	<b>1,511,834</b>	<b>242,068</b>	<b>1,753,902</b>	<b>(1,178,548)</b>	<b>112,323</b>	<b>(1,066,225)</b>		
	<b>=====</b>	<b>=====</b>	<b>=====</b>	<b>=====</b>	<b>=====</b>	<b>=====</b>		

Charity	Unrestricted	Restricted	Total 2020 £	Unrestricted	Restricted	Total 2019 £		
	Funds 2020	Funds 2020		Funds 2019	Funds 2019			
	£	£		£	£			
<b>Balance at 31 March</b>								
Represented by:								
Fixed assets	522,793	-	522,793	660,990	-	660,990		
Net current liabilities	(1,431,818)	242,068	(1,189,750)	(707,869)	112,323	(595,546)		
Retirement benefit scheme	2,288,000	-	2,288,000	(1,150,000)	-	(1,150,000)		
	<b>1,378,975</b>	<b>242,068</b>	<b>1,621,043</b>	<b>(1,196,879)</b>	<b>112,323</b>	<b>(1,084,556)</b>		
	<b>=====</b>	<b>=====</b>	<b>=====</b>	<b>=====</b>	<b>=====</b>	<b>=====</b>		

**FIFE CULTURAL TRUST**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2020**

**19. Reserves**

**Unrestricted reserves year ended 31 March 2020**

Group	Opening Balance at 1 April 2019	Income	Expenditure	Transfers	Gains/(Losses)	Closing Balance at 31 March 2020
	£	£	£	£	£	£
Unrestricted	(28,548)	11,852,749	(12,468,737)	(95,037)	(36,593)	(776,166)
Pension reserve	(1,150,000)	-	(1,080,000)	-	4,518,000	2,288,000
	<u><u>(1,178,548)</u></u>	<u><u>11,852,749</u></u>	<u><u>(13,548,737)</u></u>	<u><u>(95,037)</u></u>	<u><u>4,481,407</u></u>	<u><u>1,511,834</u></u>
	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>
Charity	Opening Balance at 1 April 2019	Income	Expenditure	Transfers	Gains/(Losses)	Closing Balance at 31 March 2020
	£	£	£	£	£	£
Unrestricted	(46,879)	10,843,132	(11,573,648)	(95,037)	(36,593)	(909,025)
Pension reserve	(1,150,000)	-	(1,080,000)	-	4,518,000	2,288,000
	<u><u>(1,196,879)</u></u>	<u><u>10,843,132</u></u>	<u><u>(12,653,648)</u></u>	<u><u>(95,037)</u></u>	<u><u>4,481,407</u></u>	<u><u>1,378,975</u></u>
	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>

**Unrestricted reserves year ended 31 March 2019**

Group	Opening Balance at 1 April 2018	Income	Expenditure	Transfers	Gains/(Losses)	Closing Balance at 31 March 2019
	£	£	£	£	£	£
Unrestricted	152,425	12,593,873	(12,816,262)	7,188	34,228	(28,548)
Pension reserve	1,694,000	-	(1,076,000)	-	(1,768,000)	(1,150,000)
	<u><u>1,846,425</u></u>	<u><u>12,593,873</u></u>	<u><u>(13,892,262)</u></u>	<u><u>7,188</u></u>	<u><u>(1,733,772)</u></u>	<u><u>(1,178,548)</u></u>
	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>
Charity	Opening Balance at 1 April 2018	Income	Expenditure	Transfers	Gains/(Losses)	Closing Balance at 31 March 2019
	£	£	£	£	£	£
Unrestricted	204,987	11,519,210	(11,812,492)	7,188	34,228	(46,879)
Pension reserve	1,694,000	-	(1,076,000)	-	(1,768,000)	(1,150,000)
	<u><u>1,898,987</u></u>	<u><u>11,519,210</u></u>	<u><u>(12,888,492)</u></u>	<u><u>7,188</u></u>	<u><u>(1,733,772)</u></u>	<u><u>(1,196,879)</u></u>
	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>	<u><u> </u></u>

**FIFE CULTURAL TRUST**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2020**

**Restricted funds year ended 31 March 2020**

	<b>Opening Balance at 1 April 2019</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Closing Balance at 31 March 2020</b>
£	£	£	£	£	£
Childrens University	-	22,750	(7,500)	-	15,250
Comic Con	15,008	160	68	-	15,236
Creative Scotland – Small Scale Capital Project	18,532	-	-	-	18,532
Fife Art Exhibition	(3,261)	17,756	(5,572)	-	8,923
Height machine	-	-	-	13,900	13,900
In the Footsteps	-	117,057	(155,422)	67,756	29,391
Janet Brown Bequest	20,214	-	-	-	20,214
Macmillan Cancer Project	6,312	73,608	(74,065)	-	5,855
Menopause Project	-	10,709	(133)	-	10,576
Moments in time	10,269	5,750	(2,891)	-	13,128
The Arts Hub	4,873	31,804	(10,991)	-	25,686
Visit Scotland Growth Fund Dunfermline	-	20,500	(13,000)	-	7,500
Small funds (<£10,000)	40,376	34,008	(29,888)	13,381	57,877
	_____	_____	_____	_____	_____
	<b>112,323</b>	<b>334,102</b>	<b>(299,394)</b>	<b>95,037</b>	<b>242,068</b>
	=====	=====	=====	=====	=====

**Restricted Funds year ended 31 March 2019**

	<b>Opening Balance at 1 April 2018</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Closing Balance at 31 March 2019</b>
£	£	£	£	£	£
Comic Con	5,613	9,395	-	-	15,008
Creative Scotland – Small Scale Capital Project	25,532	-	(7,000)	-	18,532
In the Footsteps	-	72,574	(73,936)	1,362	-
Janet Brown Bequest	20,214	-	-	-	20,214
Moments in Time	1,569	8,700	-	-	10,269
Small funds (<£10,000)	47,877	19,777	(10,804)	(8,550)	48,300
	_____	_____	_____	_____	_____
	<b>100,805</b>	<b>110,446</b>	<b>(91,740)</b>	<b>(7,188)</b>	<b>112,323</b>
	=====	=====	=====	=====	=====

**FIFE CULTURAL TRUST**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2020**

**Purposes of restricted funds**

The restricted funds relate to funds received from other bodies as contributions to specific projects:

<b>Children's university</b>	Funding Secured from the Public Library Improvement Fund to implement system changes to allow and encourage children to join the Children's University through public Library membership and projects
<b>Fife Art Exhibition</b>	The money was secured from Shell UK to pay for non-core staffing costs, payments to artists, advertising and promotional costs and purchasing the 6 winning pieces of artwork plus cash prizes for the winners.
<b>Comic Con</b>	Fife Council, Kingdom Centre and Go Glenrothes provided funding to support the creation and running of Glenrothes Comic Con.
<b>Height Machine</b>	Funds from the DCL&G capital project fund, for the provision of a working at height machine for use in the Galleries and Museum spaces.
<b>In the Footsteps</b>	A project funded primarily by Scottish Enterprise, Fife Council and Carnegie Dunfermline Trust. Two parts- one to create a virtual reality app for Fife's royal linked heritage sites, two to develop a series of Digital Tours and Welcome Walks as part of the Dunfermline Heritage Partnership
<b>Janet Brown Bequest</b>	Funds bequeathed to museums by Janet Brown in June 2010
<b>Macmillan Cancer Project</b>	Funded by MacMillan the funding provides a project officer and volunteer coordinator, along with the necessary furniture and equipment to create information points within libraries with volunteers to provide support for those living with cancer
<b>Menopause Project</b>	"Pause not Full stop" funded by Carnegie UK this project encourages people to challenge their own and society's view of the menopause, using creative activities to encourage discussion about the subject.
<b>Moments in Time</b>	Money secured from Dementia Strategy Group to provide support and activities for those living with Dementia and their carers.
<b>The Arts Hub</b>	This is income from the children's classes that we offer at Lochgelly and Adam Smith. We work in partnership with YMTS to offer some of these classes and pay them accordingly.
<b>Visit Scotland Growth Fund Dunfermline</b>	A Dunfermline Heritage Partnership project in which the Trust is lead partner. Funding is from Visit Scotland for a digital marketing campaign.

**FIFE CULTURAL TRUST**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2020**

**20. Notes to the statement of cash flows**

**Reconciliation of net income/(expenditure) to net cash flow from operating activities**

	2020 £	2019 £
Net income/(expenditure) for the reporting period (as per the SOFA)	(1,697,873)	(1,245,455)
<b>Adjustments for:</b>		
Depreciation	63,929	65,357
Net cost in respect of pensions	1,080,000	1,076,000
(Increase)/decrease in stock	6,135	13,231
(Increase)/decrease in debtors	129,261	21,219
Increase/(decrease) in creditors	23,093	(33,391)
(Increase)/decrease in value of investment	36,593	(34,228)
<b>Net cash provided by (used in) operating activities</b>	<b>(358,862)</b>	<b>(137,266)</b>

**Analysis of cash and cash equivalents**

	2020 £	2019 £
Cash at bank and in hand	174,672	524,033
<b>Total cash and cash equivalents</b>	<b>174,672</b>	<b>524,033</b>

The group has no debt financing.

**21. Related Parties**

Fife Council made a contribution in line with the Services Agreement of £7,449,012 (2019: £8,229,982). Facilities were leased to Fife Cultural Trust for a peppercorn rent. Fife Council also provided various support functions including Legal, Finance and IT which the Company received free of charge. Services in kind of this nature have been given a value and are recognised in the financial statements as disclosed at Note 6. Details of sums due to/from Fife Council are disclosed in notes 12 and 13.

**22. Ultimate Holding Organisation**

The sole member of Fife Cultural Trust is Fife Council. The directors are appointed by the members and 4 of the 13 directors of Fife Cultural Trust are appointed from the Council.

**FIFE CULTURAL TRUST**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2020**

**23. Comparative Statements of Financial Activities**

Group	Unrestricted Fund 2019	Restricted Funds 2019	Total 2019
	£	£	£
<b>Income from:</b>			
Charitable activities	11,454,210	110,446	11,564,656
Other trading activities	1,139,663	-	1,139,663
<b>Total income</b>	<b>12,593,873</b>	<b>110,446</b>	<b>12,704,319</b>
<b>Expenditure on:</b>			
Charitable activities	(12,888,492)	(91,740)	(12,980,232)
Raising Funds	(1,003,770)	-	(1,003,770)
<b>Total expenditure</b>	<b>(13,892,262)</b>	<b>(91,740)</b>	<b>(13,984,002)</b>
Net gains on investments	34,228	-	34,228
<b>Net (expenditure)/income</b>	<b>(1,264,161)</b>	<b>18,706</b>	<b>(1,245,455)</b>
<b>Transfers between funds</b>	<b>7,188</b>	<b>(7,188)</b>	<b>-</b>
<b>Other recognised losses:</b>			
Actuarial losses on defined benefit pension schemes	(1,768,000)	-	(1,768,000)
<b>Net movement in funds</b>	<b>(3,024,973)</b>	<b>11,518</b>	<b>(3,013,455)</b>

**FIFE CULTURAL TRUST**  
**Notes to the Financial Statements**  
**For the year ended 31 March 2020**

**Comparative Statement of Financial Activities – Charity**

Charity	Unrestricted Fund 2019	Restricted Funds 2019	Total 2019
	£	£	£
<b>Income from:</b>			
Charitable activities	11,519,210	110,446	11,629,656
<b>Total income</b>	<b>11,519,210</b>	<b>110,446</b>	<b>11,629,656</b>
<b>Expenditure on:</b>			
Charitable activities	(12,888,492)	(91,740)	(12,980,232)
<b>Total expenditure</b>	<b>(12,888,492)</b>	<b>(91,740)</b>	<b>(12,980,232)</b>
Net gains on investments	34,228	-	34,228
<b>Net (expenditure)/income</b>	<b>(1,335,054)</b>	<b>18,706</b>	<b>(1,316,348)</b>
<b>Transfers between funds</b>	<b>7,188</b>	<b>(7,188)</b>	<b>-</b>
<b>Other recognised losses:</b>			
Actuarial losses on defined benefit pension schemes	(1,768,000)	-	(1,768,000)
<b>Net movement in funds</b>	<b>(3,095,866)</b>	<b>11,518</b>	<b>(3,084,348)</b>