

CULTURE **PERTH & KINROSS**

Culture Perth and Kinross Limited
(A company limited by guarantee)

Company number: SC518247
Charity number: SC046353

Trustees' Report and Consolidated Financial Statements
for the year ended 31 March 2024

Culture Perth and Kinross Limited (a company limited by guarantee)

Trustees' Report and Consolidated Financial Statements

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Chair's Report

Introduction from the Chair

This year has been yet another exceptional one for Culture Perth and Kinross and began with the annual Soutar Festival celebrations in April and ended with the opening of our new 5-Star Museum. In our eighth year of operation the Board and Staff have worked tirelessly to deliver outstanding services to our communities and visitors to our region. Their dedication, hard work and commitment to the people of Perth and Kinross shines through all that they do, and this report highlights just a fraction of that work. My thanks go to each and every one of our quite incredible team of staff and volunteers.

However, we do not work in isolation; all that we do, we do collaboratively and in partnership. We continue to work side by side with Perth and Kinross Council, whose continued financial and strategic support has been invaluable. Our work together on the delivery of the new Perth Museum was inspiring, and the complementary skills, knowledge and experience of all involved has delivered a truly wonderful new Museum for the City and wider region to be proud of.

Our partnerships are many and varied, local, national and international and to all, on behalf of the Board, I extend my heartfelt gratitude. We simply could not do what we do without you.

My thanks also go to the many donors, funders and supporters whose generosity is invaluable as it enables us to deliver projects, services and activities to more people, young and old. It helps us innovate and ensure we are always delivering best practice. All of those we have received both financial and in-kind support are recognised within the report.

However my greatest vote of thanks is reserved for you, the people and communities of Perth and Kinross who come through our doors, bringing your knowledge and expertise and so much more. Your continued support means so much to all of us and we look forward to continuing to work with and for you in the year ahead.

A handwritten signature in dark ink, appearing to read 'Charles Kinnoull', written over a light blue horizontal line.

CHARLES KINNOULL
CHAIR

Trustees' Report

The trustees, who are also the directors of the company for the purposes of company law, are pleased to present their annual report and audited financial statements for the year ended 31 March 2024.

Objectives and Activities

The **Articles of Association** for Culture Perth and Kinross detail its objects as being:

- To advance the arts, heritage and culture.
- To provide recreational facilities, and organise recreational activities, with such facilities/activities being made available to members of the public at large, with the object of improving their conditions of life.
- To advance education.
- To advance citizenship and/or community development (which may include the promotion of civic responsibility, volunteering, the voluntary sector and/or the effectiveness or efficiency of charities).
- To relieve those in need by reason of age, ill health, disability, financial hardship or other disadvantage.
- To advance such similar charitable purposes as the directors may consider appropriate from time to time, through the provision of services (including those entrusted to it by Perth and Kinross Council), which contribute to advancing wellbeing (primarily the wellbeing of residents of the area served by Perth and Kinross Council) including:
 - a) the operation, management and development of Cultural Facilities (including arrangements to facilitate access to such facilities by those on lower incomes or with special needs and to encourage wider participation in cultural activities); and
 - b) the development and delivery of Cultural Activities and events directed towards wider participation in such activities.

These objects inform the **vision**, *'to be at the heart of a community that connects people, ideas, knowledge and collections* and **mission**, *'to develop and deliver a range of innovative and creative cultural services, public programmes and partnerships which engage a wide and diverse audience in the best of local, national and international culture'* for the organisation, which in turn drive the annual activities of the organisation.

The charity delivers in key service areas set out below.

Libraries and Information Services

- **52** staff resources (FTE)
- **12** Libraries in locations across Perth and Kinross.
- A mobile library service with **2** vehicles making approx. **102** stops every two weeks to remote rural locations, targeted communities, schools and nurseries, residential care homes and sheltered housing complexes.
- A digital library service which includes eBook, eAudiobook, eNewspaper and eMagazines as well as comprehensive reference resources.
- A range of volunteering, outreach, learning and early years' services designed to support literacies, reader development, inclusion and health and well-being.

Museum and Galleries Services

- **28** staff resources (FTE)
- Perth Art Gallery, Alyth Museum, Perth Museum
- Exhibitions and Public Programming including events, talks and workshops.
- Heritage Learning, Volunteering and Outreach programmes across Perth and Kinross.

Archives and Local and Family History Services

- **7** staff employed (FTE)
- The Perth and Kinross Archive holds the records of Perth & Kinross Council and its predecessors, and those of local individuals, estates, businesses and organisations. Records date back over 800 years.
- Family and Local History services primarily support individuals to find out more about their local area and to discover their ancestry and local family connections.

Creativity

- **5** Project staff across all areas of the organisation work with partners, communities and individuals to support:
 - Training, development and employment opportunities for young people within the cultural and heritage sector.
 - A network of Maker_Spaces in 5 Library locations across the region.

Trustees' Report

During 2021/22 a review was undertaken of the Strategic Objectives which had been in place for the organisation since 2017. Following this review, a new set of Strategic Objectives and Outcomes (KSO) was identified, and these are set out below. These revised KSO reflect national, local and sectoral strategy and policy and support the delivery of the key objects of Culture Perth and Kinross as set out in the Articles of Association. The KSO inform the **Strategic Operating Plan** and **Team Plans**.

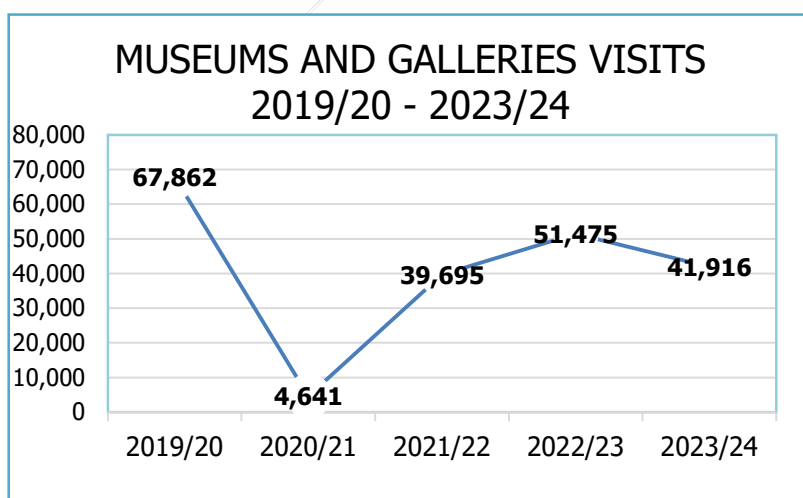
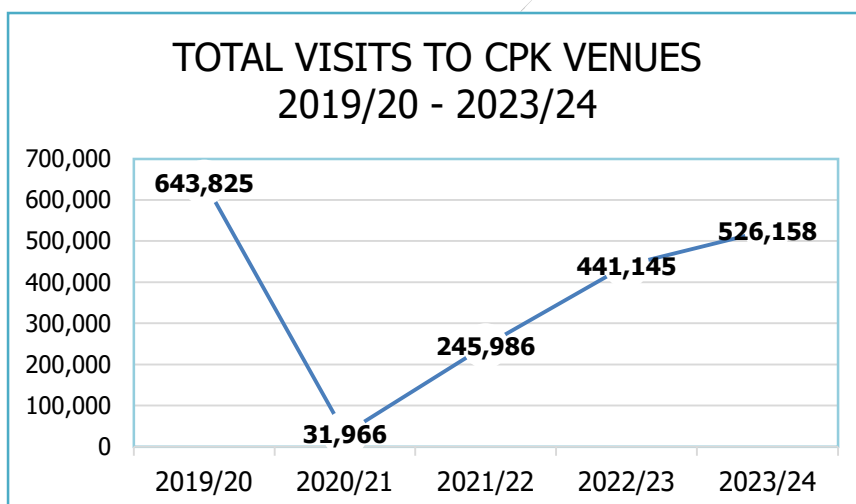
- 1. To increase access to, and develop new audiences for, our services and collections.**
- 2. To democratise access to digital experiences and technologies for our communities to support their creative, personal and professional development.**
- 3. To use cultural experiences and services to help address inequalities and to promote personal growth and development.**
- 4. To ensure development, conservation and further the understanding of the collections in our care.**
- 5. To deliver a high performing organisation which benefits from strong strategic and operational leadership.**

Achievements and Performance

Overall Performance and Engagement

Almost all our activity is customer facing, delivering services in communities across Perth and Kinross. Local communities continue to be very engaged in and supportive of services, with customer satisfaction, gathered through evaluations, survey and feedback, running at **93%** for the year.

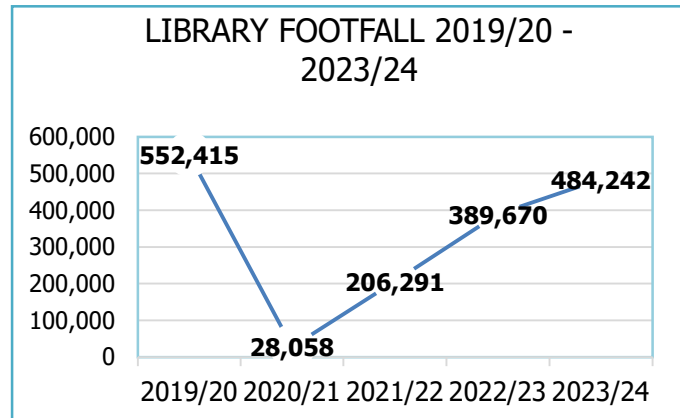
This year we have continued to see an upward trend (+19% on 2022/23 figures) in visits to our venues as confidence continues to increase following the disruptions of the pandemic. Overall, however they remain 18% below pre-pandemic levels and this is in line with the national picture. This year saw some renovation work at Perth Art Gallery which resulted in the closure of three key galleries which meant no temporary exhibition programme could be delivered: impacting on footfall there.



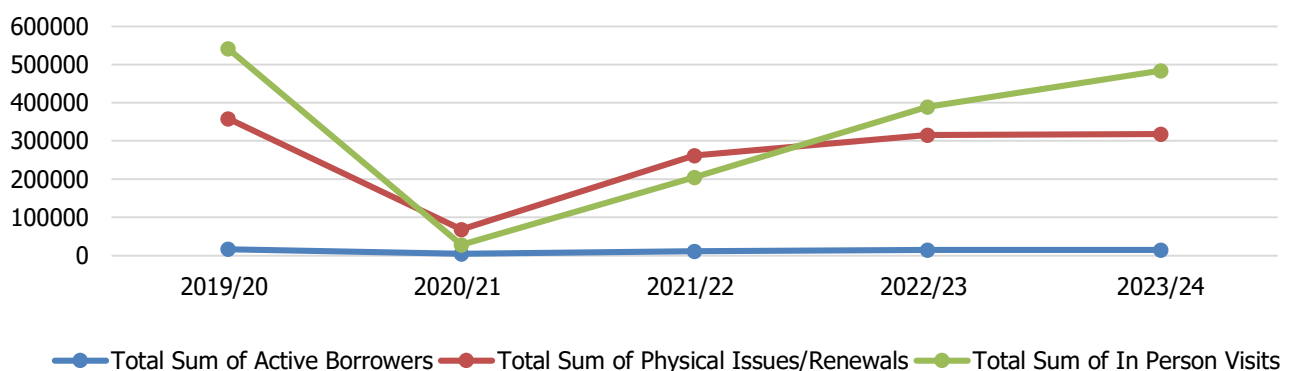
With work to refurbish key galleries at Perth Art Gallery taking longer than planned this year, a large proportion of the building was unavailable to visitors, limiting the offer there and impacting on footfall. The children's engagement gallery, Hands on Art continued to be popular and drove a lot of the footfall the Art Gallery did have, particularly over weekends and school holiday periods.

Trustees' Report

Libraries saw a 24% increase in footfall this year compared to the previous year and visits are now just 12% below pre-pandemic numbers and the number of active borrowers (individuals borrowing at least one in the year), increased by 2.4% to 14,353 (about 9.64% or the resident population). This is 10% below pre-pandemic numbers but the year on year upward trend has continued since 2020/21. The number of unique users of library services also rose this year by 13% on the previous year (17,588 v 15,591), although the figure remains below pre-pandemic performance by 7% it shows that 12% of the population in the region are making use of their local libraries.



Key Performance in Libraries 2019-2023/24



Working with Our Communities

Our communities are at the heart of all that we do, and our engagement takes place in communities across the region, in schools and with community groups, organisations and other stakeholders on an ongoing basis. From collaborating on Warm Space initiatives over the winter months to supporting community collecting initiatives to ensure better representation of our communities within our collections, engagement and collaboration is key to our success.

Having recognised the lack of LGBTQIA+ community stories, objects and archive materials within our Collections, the opening exhibition in the new Museum, Unicorn was designed to address this, and programmes of activity took place across the year.

(Un)Seen, (Un)Heard: Celebrating Young LGBTQIA+ Voices in Perth was a collaborative oral history project between GLOW, LGBT Youth Scotland and our Archive service. 10 young people aged 18 – 24, from the GLOW group were trained to collect oral histories and other records which were presented as a powerful temporary exhibition at the AK Bell Library in Perth from 27 February to 6 April 2024. The addition of the work created through the project to the Archive is a first step in making the collections held there more representative of everyone in our communities.



Trustees' Report

Developing our Collections with our Communities has also been a key strand of our work this year. We have been working to establish Local History Hubs at our Blairgowrie, Strathearn, Breadalbane and Loch Leven Community Libraries. This forms part of our long-term plan to expand our Local History offer beyond Perth City and to increase the range of activities and resources which can be accessed in other community venues. Although primarily a public facing project, work is also being undertaken to improve the Local History collections through discussion with local communities and groups to better reflect the diverse communities across the region. A mapping exercise has been undertaken to identify the many local history, ancestry, archaeological and other related groups which exist across the region with a view to offering support to better connect these groups and interested individuals and strengthen networks. A programme of talks and workshops is at an early stage but has included three Ancestry drop-in sessions at which 16 people attended and two school workshops with 32 students.



Our Local and Family History team also partnered with the University of Oxford to deliver a collecting day as part of the [Their Finest Hour](#) project. The project aims to make available digital records and content relating to the Second World War from community held sources. Attendees brought their unique objects and documents to the library and were interviewed by Library staff to capture their memories and stories of the object's original owners. Objects included photographs of the Knock John Maunsell Fort, a pilot's flying logbook, a keffiyeh head scarf, and a set of Canadian penknives traded with a Polish soldier before the Battle of Falaise. 23 people contributed to the project and the digitised photographs and documents are now available both in the library and through the Their Finest hour website.

A partnership between our **Libraries and Wikipedia** used the histories of Perthshire Women as inspiration for participants to learn new skills in the creation and editing of Wikipedia entries. A six-week course was attended by 10 women who learned how to make use of library resources, local history and archive materials to create new entries. As a result of the course there are now 12 new Wikipedia editors, 3 new biographies of Perthshire Women have been added and 144 new citations have been added to existing entries, strengthening their validity. The new editors are continuing to work on further entries.

"Really worthwhile course which I would recommend other people to attend".

"I learnt a lot more about what the library has to offer which has really made me visit it more".

Comments from Course participants.



Led by Library staff and planned in partnership with Memories Scotland and Playlist for Life, items from our Books Aloud and Museum Loan Kits are used to deliver monthly **Reminiscence Sessions** at the AK Bell and Scone Libraries. These sessions support older people and those living with dementia to share their memories and socialise with others. Library staff promote the sessions at groups across the area including the Dementia Café, Headway and the Perth Macular Group

This year saw the launch in November 2023 of our **Lend and Mend Hub** at the AK Bell Library in Perth. Lend and Mend is a partnership with the John Lewis Circular Fund and SLIC, the Scottish Library and Information Council. The Hub, which is located on the 1st Floor of the Library, offers free access to sewing machines, overlockers and embroidery machines to encourage people to reuse, repair and make clothing and other textiles. The space includes a haberdashery store of materials, threads patterns, needles, pins and other resources to support activities. 2 Lend and Mend volunteers run Sew Together session and inductions so that people can make use of the equipment unsupervised. By 31 March 2024, 39 individuals have received inductions.

"Brilliant that I was able to use the sewing machine to give new life to an old pair of curtains. I have turned them into Christmas Stockings to sell at the school fair." Workshop Participant

Trustees' Report

Thanks to a generous legacy from Library member, Eric Lo, a new **Sustainability Co-ordinator** has been appointed to support Lend and Mend Hub and other sustainability initiatives which support climate action with a view to generating more community led work within our Libraries.

Working with Schools and Young People is a feature of much of our targeted work. This year we delivered two successful **School Library Improvement Fund Projects** with Kinross and Crieff High Schools. In Kinross the project, 'I read for....' Was designed develop pupil's skills and confidence through reader development, creative digital skills and the exploration of an important issue, racism. The pupils analysed two books to identify themes of racism then scripted, filmed and edited a video which they presented to the whole school and used the video as a resource to explore 'The Power of Words' as a reader development topic with S1 pupils. The project was part of a whole school approach to decolonising the curriculum. As a next step the school will be using the video as part of the P7 transition programme as a way of introducing the incoming pupils to reading, the library and the social subjects faculty. S5 pupils from the project will lead this session.

"This group has played a pivotal role in my understanding of social injustice and racism.... The projects very core centred around the compassion we must show to others in order to fight for justice, and I am grateful that this project allowed me to do just that."

"I learned that a lot of people have to be their own representation because of a lack of it in the media, and that often the media's harmful portrayal of certain races can really imprint on people and cause bias".

"I feel I cannot properly understand the experience of racism because I have never experienced it, but the books have enhanced by knowledge, which is something everyone should do, awareness should be spread."

Feedback from Pupil Participants

At Crieff High School, the project was titled Protest Prejudice and the pupils again used reader development, creative digital skills and an exploration of an important issue, protest prejudice. The pupils worked with library staff, Perth College UHI and school staff to create short films on conflict and protest. They learned how to create a documentary of their project journey using the resources available in the library. The film was shared with the whole school.

"I felt I should be more involved and to step up about it more and I (now) know a lot more about it too."

"I feel as a group that we have learned more about protesting prejudice and how to express protest through artistic means."

Pupil Comments

"Through this rich learning experience, the pupils have learned how to inspire and become influencers of change within their community."

Staff Comment

We also work with schools and this year worked with S4 pupils at **Perth High School** to develop their understanding of the role of art curators and learning staff within an Art Gallery and how labelling can make work more accessible to visitors. As part of the project, pupils wrote their own labels for the works currently on display at the Art Gallery in the Modern Scots exhibition. These labels reflected their own thoughts, feelings and interpretations of the work on display. Each label sits alongside the label produced by the exhibition curators and have been very well received by visitors to the gallery.

"Our S4 pupils really enjoyed working in a gallery environment which deepened their understanding of how exhibitions are curated. Analysing works from the exhibition and creating their own narrative around each individual piece has strengthened their art terminology and built their confidence with literacy in art. A very worthwhile project which has strengthened collaborative working with Perth Art Gallery and Perth High School."

School Teacher

"The High School labels are genius! Really brings a different perspective!"

"The High School labels are amazing. I have travelled all over the world and I don't live here, and I've never seen anything like it. More places should be doing this. It is fantastic!"

Art Gallery Visitor Comments

Trustees' Report

The Gannochy Trust are generous funders of key programmes engaging with Schools and Young People including those with complex needs. To address a demand from schools for more work-based placements for pupils with Additional Support Needs identified by the Developing the Young Workforce initiative, the Learning Team worked with **Fairview School** to develop volunteering opportunities and held a pupil takeover day in Perth Art Gallery. A series of 8 workshops were held with pupils from Room 8 in the school. Led by the learning team, these included an employability bingo game, behind the scenes tours of the Art



Each workshop included a focus on the different jobs within the Gallery and craft sessions. Each workshop included a focus on the different jobs within the Gallery. Pupils then chose the job which appealed most to them and began to work on a 'Take Over' day where they would fulfil those roles, engaging with visitors to the Gallery and delivering activities they had developed. The pupils worked with two young people from the YMCA to design their 'uniforms' for the day; a T-shirt with a logo they created especially for the takeover.

"When our young people leave school, their options are often very limited. By showcasing what our young people can do, through the Museum Take Over event, this will hopefully allow other employers to consider employment opportunities and experiences for our young people. We are very grateful to all the support given to the school by Culture Perth and Kinross." Headteacher, Fairview School

The Gannochy Trust also fund the **Pathways Cultural Collective**. The Collective is a group of 10 young people aged 16-25 who meet twice a month to gain insights into the culture and heritage sector, develop new skills and act as a focus group, helping to inform our work and public programmes. Throughout the year, the group have been working with Gallery staff to co-curate the debut exhibition titled *The Fleapit Cinema*, to be held within the newly refurbished temporary exhibition gallery at Perth Art Gallery in the summer 2024.

"I have gained both knowledge of the process required when working in culture and coordinating events and the team building, negotiation, and compromising skills that come with working in a large group."

"The collective experience has benefited me in many ways, including but not limited to giving me experience within the culture sector, allowing a professional setting where I can work with people my age, and providing wonderful experiences to work with people outside of the project while still being within the creative sector."

"I've gained skills in conceptualising exhibits, and knowledge in how those ideas get turned into reality."

Comments from Collective Participants

As part of the development of Perth Museum a broad range of engagement activities were delivered. **The Gannochy**



Pathways Schools Project is working with 10 primary schools over a three-year period to build lasting partnerships with each school so that heritage learning programmes can be tailored to meet individual schools' curricular needs. Each school has had several outreach sessions led by the learning team and have participated in VIP visits to see behind the scenes at the Collections Store at Perth Art Gallery. 315 pupils have participated in the programme so far. CPD events for teachers have also been held with more than 50 teachers from across the region attending to date.

Trustees' Report

As part of the Heritage Pathways Programme, we were able to offer a 5-month paid internship to help with the packing, movement, and preparation for display of the objects for the new Perth Museum. This included working across the collections ensuring documentation work was undertaken and movements tracked. The intern, Maddison Murray was employed beyond the internship to see the project through to completion and has since gone on to secure a role within the front of house team at the Museum. Internship opportunities have been a feature of our work since the very early days of Culture Perth and Kinross and part of our commitment to providing routes into employment within the culture and heritage sector for individuals without formal qualifications or who are recent graduates without formal employment experience within the sector.

"I know that this internship has benefited me in several ways, such as teaching me valuable skills that will hopefully help me to progress my career in this industry, it has helped build my confidence and made me feel more independent. It has also helped me to believe more in myself and my abilities, and that with hard work and determination I can achieve anything. This internship has also shown me how much I enjoy working in a museum setting, surrounded by collections and history, and has made me realize that this is the career path that I want to follow." – Maddison Murray, Gannochy Trust intern 2023

Our Public Programmes

Our public programmes are the exhibitions, workshops, talks and other events which we deliver each year. These universal programmes cover diverse subject matters, reflect the needs and interests we identify in our audiences and aim to showcase the very best of what our collections and the wider region can offer.

We began the year with the annual Soutar Festival which took place from the 28th to 30th April 2023. The festival celebrates Scot's language, arts and culture and is inspired by the Poet William Soutar. Taking place in our Perth City Venues there were 42 events over the three-day festival which included Author Talks including Sally Magnusson, Alan Warner, Sara Sheridan, Graeme Macrae Burnet and James Robertson, writing workshops, a Poetry Slam, folk music and street art.

"Fantastic quality events with some of Scotland's best writers – on my doorstep! Brilliant."

"Enjoyed listening to Scottish women authors talking about women who don't necessarily feature in history as we learn it."
Audience Feedback

We deliver a diverse range of events each year and in 2023/24 more than **30,000 people attended 2,124 events** and **5,014 people attended 207 formal learning opportunities** delivered by our staff. The range of events includes talks such as the Lunchtime Lecture series in Perth Art Gallery, Summer Reading Challenge events in Libraries, workshops and panel discussions.

As part of the programming and engagement linked to the opening of Perth Museum, the team delivered a trilogy of events based on the story of **Joseph Knight**, a man who had been seized into slavery from his home in West Africa and subsequently sold in Jamaica to John Wedderburn who owned an estate in Perthshire where he brought Joseph to in 1769. Joseph fought his enslavement in the Scottish courts leading to a famous ruling that in effect slavery was not recognised by Scots Law giving Joseph his freedom. The three events comprised a panel discussion, a screen-printing workshop led by artist Nkem Okwechime who created a Banner depicting Joseph's story which is on display in the new Museum, and a screening of the National Theatre of Scotland's production of *Enough of Him*, which told the story of Joseph's time with Wedderburn leading up to the court case. Over 178 people attended events. Bringing these important stories to a wider audience and giving them an opportunity to explore some of the very challenging aspects of our local history is a responsibility which the team feel very deeply about, and further related work will continue over the coming year.

Also linked to the programme of engagement with the development of the new Museum, a series of events were held in collaboration with Te Papa Tongarewa Museum, New Zealand who we have been partnering with on the development and presentation of objects from the Te Papa Māori and Pacific Islands communities. Three events were held including a workshop exploring traditional methods of making Māori musical instruments; a panel discussion titled 'Whose Museum is it anyway?' which explored the challenges of decolonisation work and co-curation within Museums and the further work and collaboration required to continue our own journey with this work; the largest event was a Dawn ceremony within the Museum which included a formal blessing of the Tonga (the Māori treasures) on display and the entrusting of their care on behalf of Māori Gods to the Museum. It was a privilege to participate in this moving ceremony and it cemented the relationships between everyone involved which will support further collaboration and the development of new projects and content in the future. The Dawn Ceremony was filmed, and we will make this available to the public both in Perth and New Zealand in the future to promote further cultural awareness and understanding. Museums and Galleries Scotland have identified the project for a case study of best practice within the heritage sector.

Trustees' Report

With work ongoing at Perth Art Gallery during the year and the focus on the work leading up to the opening of the new Museum, we offered a very limited exhibition programme however the new temporary exhibition Galleries at the museum house our debut exhibition, Unicorn. Opening on the 30 March at the same time as the new Museum opened, **Unicorn** explores the cultural history of Scotland's National Animal from Antiquity to the present day occupying four galleries across two floors. Featuring major loan material from the UK and Italy, the exhibition also examines the



Image Credit Julie Howden Photography

contemporary pop culture ubiquity of the Unicorn as well as its prominent status as a symbol of LGBTQIA+ experience and identity. Given the existing collection's lack of material representative of this group's marginalised experience, 2x commissioning projects created new artworks which featured prominently in the display. These comprised the commissioning of 6x artists to produce artistic responses to LGBTQ+

persecution using sculptural unicorn head templates. A large-scale interactive sculpture entitled, 'Trojan Unicorn' and sited in a prominent position on top of the main pavilion within the Museum was designed by local artist Becky Minto and built by Scott Bissett and Kate Bonney.

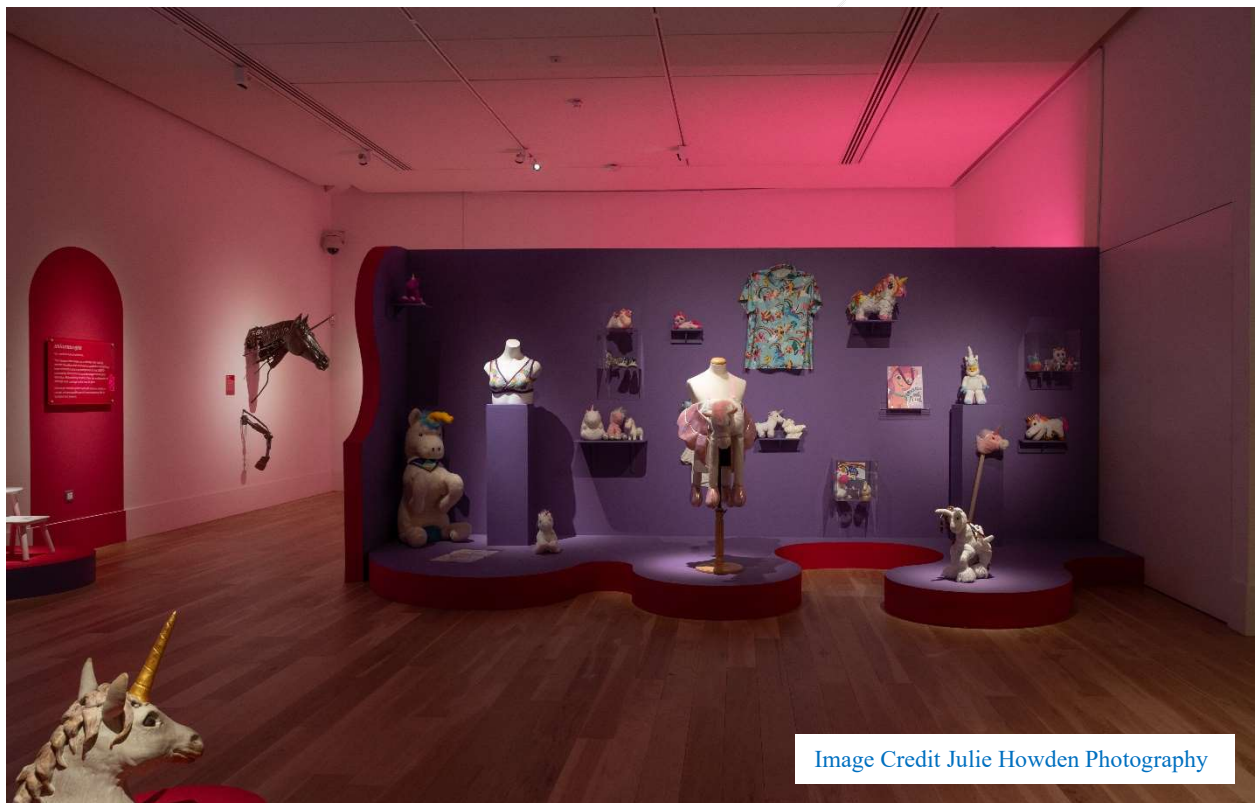


Image Credit Julie Howden Photography

This was an extensive and collaborative project and the exhibitions team worked with a number of partners including Perth and Kinross Council, Ashmolean Museum, Bodleian Library, University of Oxford, British Library, British Museum, Fitzwilliam Museum, Guildry Incorporation of the City of Perth, Leisure & Culture Dundee, National Galleries Scotland, National Library of Scotland, National Museum of Castel Sant'Angelo, Rijksmuseum, Historic Environment Scotland, National Museums Scotland, National Portrait Gallery, National Trust for Scotland, Science Museum Group, Royal George Hotel, Perth, V&A South Kensington, Walker Trust, and the Wellcome Collection. Tangent, the brand designers for the Museum created a brand for the exhibition to ensure this was complementary to the wider Museum branding. Collaborating with the Average Gallery in Perth, LGBT Youth Scotland, Our Story Scotland, Queering The Map, Rainbow Heartlands and Unseen Unheard a programme of engagement workshops and events with the LGBTQIA+ community in Perth and Kinross provided content for the more contemporary aspects of the exhibition and an open call to the public brought in a broad selection of objects and examples of the unicorn in contemporary culture.

Trustees' Report

"I visited today and loved the wide range of themes and the overall experience. I was particularly impressed by the 'Unicorn' exhibition - a brave, beautifully designed, creative provocation with so many important local voices heard! Well overdue and well done!!"

"From my perspective I just wanted to say thank you for providing an uplifting and celebratory queer space for my children to enjoy and embrace. It's so important to me that my children experience LGBT+ stories and experiences as the norm, so including books around gender, different families, sexuality were such a welcome site alongside the unicorn selection. I absolutely understand this might lead the museum to face a lot of backlash but it is so appreciated and desired. I want my children to grow up bold and unafraid, positive that their community spaces are safe and welcoming for them no matter who they may grow to be. This is a very, very, clear statement from Culture PK around inclusion and acceptance and I am overjoyed. I love that that ethos is clear throughout the museum, it's for the whole community, Perth, Scotland, Global. Well done to everyone involved!"

Visitor Comments

Comments from Critic Reviews

"The history and lore of the beast is illustrated with energy and panache..." (Times March 29th 2024)

"A ravishing contemplation of the mythology of the unicorn." (Frankfurter Allgemeine Zeitung 26th April 2024)

Developing the Collections

Culture Perth and Kinross cares for an extensive range of Collections including those within our Archive, Family History and Museums and Gallery. Whilst some of our researched activity has been paused in the lead up to the opening of the new Perth Museum, we continue to add to and further develop the Collections and their presentation to make these as accessible as possible.

The Perth Art Gallery is now the new home for the JD Fergusson and Margaret Morris Collections as work on the new Gallery exploring the couple's work and relationship was completed in March 2024. The colourful new gallery was delivered thanks to the generosity of the JD Fergusson Art Foundation who contributed £65,000 to the costs. Collaborative working with designers Hara Clark and set builders from Perth Theatre and Concert Hall the project gives JD Fergusson his place in the history of British and European Art. The new location for the collection at Perth Art Gallery makes it much more accessible as the old Fergusson Gallery building did not have any lift access to the second floor putting this beyond anyone with mobility issues.



"I was expecting to be disappointed by the new Fergusson gallery because I love the old building, however I think you have done a wonderful job."

"The Gallery is beautiful! I especially liked the Fergusson exhibition. I've been to the old gallery but I think this is better! What a difference really! I just love his paintings."

"Well worth coming from Glasgow to see the Fergussons!"

Visitor Feedback

Making our Collections more accessible through improvements to cataloguing and digitisation is an ongoing process. This year work began on cataloguing the **Local History Image Collection** to create a detailed record of the people and places depicted. There is a great deal of research interest in the Collection which comprises over 10,000 images, but it was uncatalogued and disorganised making it difficult to use to its full potential. Once complete the data will be made available online. The next steps for the project will then be to digitise each image and display it online alongside its catalogue entry.

Further cataloguing work was undertaken in the Archive as part of a partnership programme between The National Archives, Pilgrim Trust and the Wolfson Foundation. The **In Our Own Words** programme was funded by an Archives Revealed Cataloguing Grant, the Friends of the Archive and the Crockart Trust and focused on the Perth and Kinross Sound Collection. The Collection has now been catalogued, transcribed and digitised and hundreds of audio recordings, photographs and related papers are now available to researchers for the first time.

Trustees' Report

Volunteers transcribed over 300 hours of recordings and engagement was undertaken with Community Groups to give them the skills to undertake their own oral history projects. An important aspect of the project was to address legacy issues relating to data protection, copyright and ethics, without which the collections could not have been made freely available for research. As part of the project, we were able to employ a Project Archivist who could undertake this important but time-consuming work.

The project also acted as a catalyst for completing digitisation of the sound collections and progressing the Archive's digital records keeping procedures ensuring we are in a much stronger position to manage other digital records within our care.

As part of an ongoing partnership with the National Library of Scotland we have been continuing the major work of **digitising the local newspapers** held in our collections to make these more accessible to researchers. As noted in last year's Trustees Report, this is a huge project with many thousands of Newspapers requiring digitisation. 120 years of The Perthshire Courier has now been digitised whilst digitisation of 59 years' worth of the Blairgowrie Advertiser is ongoing. The National Library of Scotland will upload the digitised versions to their [Scotland's News](https://www.nls.uk/scotland/news/) site, available for anyone around the world to access them for free. We will retain the paper copies and digital 'surrogates' of each for use by staff and researchers onsite.



We made several new acquisitions to the Collection this year. Despite playing a prominent historical role in the Jacobite Wars, Perth and Perthshire's Jacobite heritage is underrepresented in the permanent Collections held at Perth Museum & Art Gallery. An excellent example of **Jacobite glassware** relevant to Perthshire's history was successfully purchased at auction, with a hammer price of £6,500, from Lyon and Turnbull in August 2023. It was purchased with external funding from the National Fund for Acquisitions and a generous benefactor who wishes to remain anonymous. Aside from being an excellent example of Jacobite glassware relevant to Perthshire's history in this period, the glass's connection to James Drummond 3rd Duke of Perth made its acquisition of immense significance enabling us to tell a more rounded story of this time in the history of Perth. It is now one of the first objects visitors see when entering the new Perth Museum.



Conservation work is a critical part of our care of the collections and the opening of the new Museum has enabled us to undertake the largest programme of object conservation in the collections 200-year history. This included work on Heva Tūpāpā'u (Tahitian Mourners Costume) which was last displayed in Perth.



The project was a collaboration between Dr Pauline Reynolds (Tahitian descendant, curatorial advisor, and replica barkcloth maker), Dr Julie Adams (Oceania Curator, British Museum), Monique Pullan (Head of Organics Conservation, British Museum), Will Murray, Artefacts conservator, The Scottish Conservation Studio, H&H Sculptors (mannequin makers) and our own curatorial team and conservation officer. Conservation works adds to research knowledge and understanding not just of the object but of the people who created and used it. Working with descendant communities enabled the integration of conservation, the making of replica components and the interpretation and display within the new Museum. This ensures such an important object is sensitively handled and that the culture and voice of the community from which the object came are the most prominent in our presentation. Dr Pauline Reynolds described the process of making the replicas in the Icon symposium pre-prints as follows: *'I live in a small island community where you have some sort of relationship with most people. We recently experienced the passing of three people in our community, all at different times. I was making the replicas while thinking of how the Heva Tūpāpā'u was originally made all that time ago in Tahiti at the passing of an important person in the community. It really is an act of love - for the person who passed - but*

also for their family and the community as a whole. A whole lot of thought and feeling going into each element. So, I'm glad to have completed these at this time. It's been a gift to work on these, despite the distance from the project.'

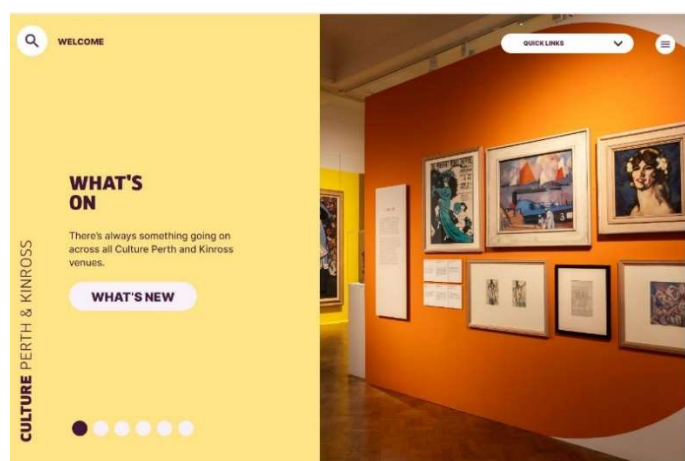
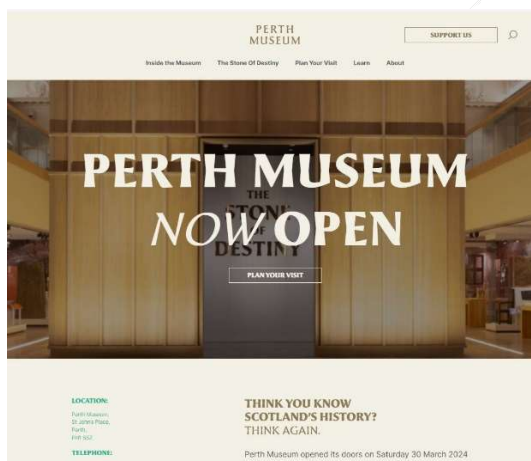
Trustees' Report

Managing the environmental conditions which objects on display are subject to helps us prevent damage and deterioration which might make objects unsuitable for further display or could lead to the loss of an object altogether. This year we were grateful to receive a grant from Museums and Galleries Scotland's Museum Development Fund 2023 towards the purchase and implementation of a new 'smart' environmental monitoring system for both Perth Museum and Perth Art Gallery. The new system provides web-based remote access to historic and live environmental data: Relative Humidity, Temperature and Lux (light readings), and the installation package included comprehensive staff training on the new software. Five tenders were assessed from suppliers. The chosen supplier was D-Tech Pro providing an Eltek Data logging system. The new system has been operational since November 2023 and has enabled fine tuning of the environment within the new Perth Museum.

Developing our Organisation

Developing our people is a key priority for the organisation and we provide core training which all staff must complete, role specific training and professional development opportunities. Staff have opportunities to attend training and development sessions which have been arranged in-house or to attend external training and conferences which also support professional networking and collaboration. A broad range of topics are included from essential training on Risk Assessment, Fire Safety and First Aid to courses on Collections Handling, Reader Development, Exhibition Design, Driver Safety and Customer Service. This year we worked with the Social Enterprise Academy to deliver a 3-month Leadership programme to a cohort of 11 staff. Participants had roles across the organisation and participated in monthly 2-day learning workshops with a range of assignments, research and reading in between each session. On completion of a final assignment participants gained an accredited award in Leadership (SCQF Level 9/10 Credits) which can be used as a gateway to further learning and qualifications. All participants were very positive about the course and what they had learned with some going on to form their own action learning set to continue supportive conversations about their own development.

We continue to invest in the infrastructure of the organisation to ensure that we can offer the best quality and most accessible services to our communities. Websites are a key communication tool and most often the first point of contact with us for visitors and local communities alike. This year we relaunched a new main website <https://www.culturepk.org.uk/> and launched a new website for Perth Museum <https://perthmuseum.co.uk/>. The new **Culture Perth and Kinross website project** was a complete redevelopment and design of the existing CPK website (which had not been updated since 2016 and in significant need of modernisation and improved user experience). The Perth Museum website was delivered 11 months in advance of the opening of the building to create a dedicated platform for Perth Museum announcements, news, behind-the-scenes stories, unveilings and fundraising campaigns to generate interest and excitement in the lead up to opening in March 2024. The new websites are easier to navigate and have a range of accessibility features and have allowed us to engage with 800,000 more people online than last year, providing clearer and more attractive platforms to promote our events, programme, activities, collections, and fundraising initiatives.



The Perth Museum website has proven to be an extremely effective tool for promoting the new Museum and encouraging people to visit; particularly in the lead up to opening in February and March 2023, when website users jumped from 9000 per month in February to 29,000 per month in March (a 229% increase), including 28,000 new users accessing the site for the first time. The introduction of both new sites has increased our online users by 60% since 2022/23, from 1.1 million per year to 1.9 million in 2023/24.

Trustees' Report

Part of the success of the new Perth Museum website is the attractive and contemporary **branding**. This branding is used in all communications we make with visitors to the Museum from wayfaring signage to social media posts, leaflets and guides. Following a procurement exercise, Glasgow-based firm Tangent were appointed to work with the marketing and communications team to develop the new brand. The final designs were fresh, contemporary, flexible and challenged perceptions of what a local museum looks and feels like. It is used within the staff uniforms and is the basis of unique products within the Museum shop. It has been well received by the public and press and media alike.

Working with the press in the run up to the opening of the new Museum was on a scale we have not previously encountered and to support this we engaged a PR and Communications consultant to help us formulate both strategy and contacts. Olivia Rickman is highly experienced Communications consultant and we benefited from not only her experience, expert advice and enviable contacts list but from the upskilling of our own staff teams who have further built their own media networks and increased their confidence in working on large scale and complex communications projects.

We have also been continuing to develop our venues and public spaces to improve the experience for visitors and ensure safe, welcoming and inclusive spaces for all. In March 2023, work began on transforming the public toilets within Perth Art Gallery. As the building transitioned from its former role as Perth Museum and Art Gallery we wanted to reflect the art collections and transform the toilets whilst having limited resources for physical changes to sanitaryware or fixtures and fittings. We offered a commission to artists across Scotland to transform the toilets spaces with murals inspired by the artworks held in the collections. We had an excellent response and following interviews appointed two artists, Lindsay Grime and Elietype (Ellie Mills), created remarkable murals which have become a real draw for visitors. Fusing traditional and contemporary artistic influences the works are humorous and engaging. Following the launch of the finished works in June 2023, Lindsay and Ellie presented a very well received talk on their work, techniques and creative partnership at the Art Gallery.



Image Credit Sally Jubb



We also made changes to the Children's Library at the AK Bell Library in Perth to make tis space more appealing and accessible. We have acquired sensory toys and resources that benefit all young children, as they help to improve concentration, develop motor skills, encourage language acquisition and reduce anxiety. Particularly, we seek to benefit neurodivergent young people in creating a more relaxed children's area where they can take time to self-regulate. We have also expanded seating options by acquiring new armchairs and bean bags, which encourage more children, young people and families to spend time in our children's area and participate in services offered: Bookbug, Interactive Storytelling, Summer Reading Challenge. Our new toys have also allowed us to run Stay, Play, Read sessions, which aim to encourage children to familiarise themselves and have fun in their local library, and to provide families with an opportunity to make connections and build a peer support network.



Trustees' Report**Fundraising****Perth Museum Fundraising**

Some key strands of fundraising activity have been specifically targeted towards Perth Museum and aim to take advantage of the profile of the new building over its opening period.

The Supporters Scheme is an annual subscription with benefits including free access to temporary exhibition programmes and regular updates about service activity. By 31st March 2024 there were 129 members of the scheme.

Supporters		Total Value	Income Received to Date
Total to 31.03.24	129	£8,748	£3,025

The Patron's Scheme is targeted at individual donors, who can receive benefits including in-gallery recognition and an annual Patron's Dinner. The scheme has several levels within it to encourage long-term patronage and will continue to be developed over time. By 31st March 2024 there were 23 Patrons.

Patrons		Total Value	Income Received to Date
Total to 31.03.24	23	£ 127,830	£ 88,287

The Business Supporter's Scheme was developed to encourage support and sponsorship from SME business within the region. It offers benefits including in-gallery recognition and exposure of their business to our customers and visitors through short testimonials and information on our website. By 31st March 2024, 11 local businesses had joined the scheme.

Business Supporters		Total Value	Income Received to Date	In-kind contributions
Total to 31.03.24	11	£36,312	£11,012	£5,940

We also continued to explore opportunities for funding to support the Museum and related activities from the many Trusts and Foundations. The income received this year for Perth Museum through this route is set out below.

Trust and Foundation Income

Funder	Amount
Museums Galleries Scotland – Environmental Monitoring	£30,000
Museums Galleries Scotland – Welcoming International Delegates	£4,410
Moncur Trust	£4,000
Crockart Foundation	£20,000
Northwood Trust	£50,000
Hugh Fraser Foundation	£5,000
Leche Trust	£3,000
The Glover Incorporation	£12,991
Total	£129,401

Trusts and Foundations – General Grant Income to 31st March 2024

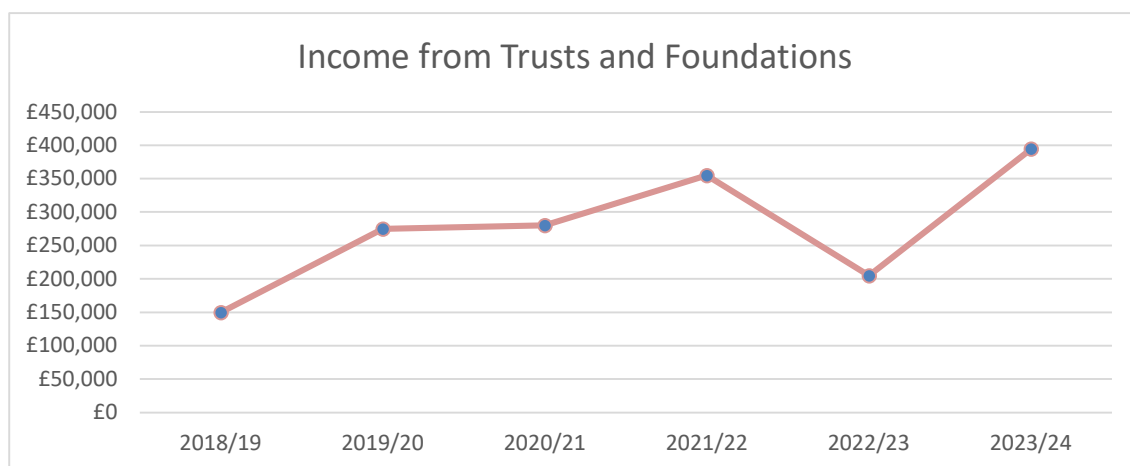
We also continue to attract funding support for our wider charitable activities and the Grants received this year are set out below.

Source / Project	Grant Received
Perth and Kinross Council – Good Food Fund	£4,000

Trustees' Report

Source / Project	Grant Received
Public Libraries Improvement Fund – Sustainable Communities	£25,711
Perth and Kinross Council – Events Funding	£8,000
European Cultural Foundation	£836
Scottish Book Trust – Book Week Funding	£750
Gannochy Trust – Living Communities and Heritage & Cultural Pathways Funding – Year 2 of 3	£54,964
Perth & Kinross Council – Warm Packs Fund	£9,127
National Museums Scotland – Acquisition Fund	£9,094
JD Fergusson Art Foundation – grant for Fergusson Exhibition	£65,000
Museums Galleries Scotland – Organisational Development	£7,500
Crockart Foundation	£80,000
Total	£264,982

Income from Trusts and Foundations Year on Year



Income from Donations and Individual Giving (incl. year on year comparisons)

Route	2019/20	2020/21	2021/22	2022/23 11 months	2023/24
General Donations (Boxes)	£14,602	£897	£10,224	£15,341	£11,995
Contactless Donations	-	-	£2,273	£4,808	£1,629
Enthuse Platform	£848	£4,278	£727	£845	£13,992
Give As You Live	£139	£48	-	-	£16
Archives Appeal	£3,717	-	-	-	-
PSNS Campaign	£322	-	-	-	-
Staff fundraising activities	£3,545	£232	£572	£1,072	£2,939
Mummy Conservation Campaign	£1,396	£302	-	£261	-
Holiday money exchange	£362	-	-	£290	-
Gift Aid	£832	-	£130	£178	£1,929
One off donation from individuals	-	£1,500	-	£2,950	£5,773
Tickets (donations on pre-booked tickets)	-	£371	£226	£399	£54
Amazon Smile	-	-	-	£54	£85
TOTAL	£25,763	£7,628	£14,152	£26,198	£38,412

Trustees' Report

Trading Operations

Culture Perth and Kinross has one trading subsidiary, Culture Perth and Kinross Trading Ltd (SC526979) which is a company limited by shares.

Venue Hire

Our venue hires, which include lecture theatres and meeting rooms at the AK Bell Library and Perth Museum and Art Gallery, saw an increase in bookings, as face to face meetings continue to increase following the downturn in activity caused by the restrictions in place as a result of the COVID-19 pandemic. Our venues are able to offer blended online/in-person meeting facilities and live streaming options to customers, via high tech equipment, making them an ideal option for organisations still meeting online. The uptake of meetings and the return of venue hire business has been slower than we would like, however we are encouraged by the number of repeat customers, and customers making bookings already for 24/25.

Income from Venue Hire in 2023/24 was £50,221.

Retail

Within our venues at the AK Bell Library, Comrie Library, Perth Art Gallery, and the new Perth Museum, we have retail shop areas offering a range of retail gifts, cards, souvenirs, homeware, books and items from local designers. Throughout 23/24, our retail activity generated sales of £28,244.

Other occasional activity which generates income for the trading company includes coffee carts within 2 libraries and Perth Art Gallery, photocopying charges, image licences and reproduction, and withdrawn books sales, income from these sources in 2023/24 was £33,496.

At the end of the financial year, we opened Stone Café, within the new Perth Museum and this will generate an income in the coming years, with the versatile, bright space also being suitable for private event hire out with normal café operating hours.

Development

In the eight years since its launch, Culture Perth and Kinross has worked to establish a strategic governance framework which ensures best value and a culture of continuous improvement. This framework includes strategic and operational plans, staff development and training, Board scrutiny and oversight and ongoing processes of evaluation, monitoring and reporting.

Following the exceptional circumstances of 2020/2021, this framework was reviewed in 2021/22 to ensure the governance foundation for the organisation which it provides remained fit for purpose and focused in these most difficult of times and provided strong, clear direction during the process of recovery and building back our services and relationships with audiences considering lengthy periods of service disruption resulting from lockdowns and operating restrictions.

Following review, 5 refreshed Strategic Objectives and a set of high-level actions were identified, which will be cascaded across the organisation through team and project plans with progress and success being monitored using Key Performance Indicators.

The focus for much of the organisation this coming year will be the launch of the new Perth Museum and establishing the former Perth Museum and Art Gallery as Perth Art Gallery. This major development will require staff time and capacity to be released from ongoing priorities and activity and as such a more scaled back, and focused set of actions have been identified under each of our Strategic Objectives.

1. To increase access to, and develop new audiences for, our services and collections.

How we will do this:

- a. Development of new exhibition and engagement content within Perth Museum and Perth Art Gallery
- b. Continued provision of early years and schools learning programmes
- c. Collaboration of the development of destination marketing activity for Perth city.
- d. Promotion of UNESCO City of Craft and Folk Art Designation

2. To democratise access to digital experiences and technologies for our communities to support their creative, personal and professional development

How we will do this:

- a. Continue to implement our Digital Strategy and Action Plan.
- b. Continue to seek collaborative working opportunities which bring efficiencies to and improve the effectiveness of our visitor experiences.

Trustees' Report

3. To use cultural experiences and services to help address inequalities and to promote personal growth and development.

How we will do this:

- a. Further develop our Accessibility Strategy and use this to inform service delivery across the organisation.
- b. Deliver the Culture and Heritage Pathways programme offering young people traineeships, apprenticeships, and work placements to support employability in the culture and heritage sector.

4. To ensure development, conservation and further the understanding of the collections in our care.

How we will do this:

- a. Achieve Accreditation for Perth Museum.
- b. Roll out of the new Library Book Acquisitions Policy to ensure it reflects the communities we serve, their needs and interests.
- c. Continue to embed the principles of co-production and community collaboration in our public programming work.

5. To deliver a high performing organisation which benefits from strong strategic and operational leadership.

How we will do this:

- a. Further develop our culture of fundraising across the organisation.
- b. Develop a commercialisation plan for the organisation.
- c. Launch our Climate Crisis Action Plan to progress key actions to reduce our impacts on the environment and where required, off-set our carbon footprint.

Financial Review

The Group's financial results for the year 1st April 2023 to 31st March 2024 are shown on pages 25 to 56.

Total Incoming group resources for the year were **£5.28 million** including restricted fund income of £1.53 million.

Costs Incurred of **£5.88 million** has resulted in a deficit of **£597k**, prior to accounting for the defined benefit pension scheme, and transfers between funds. The loss on unrestricted, undesignated funds for the year was £89k. The charity spent £105k of designated funds in the year to support the opening of Perth Museum, leaving a designated fund balance at the year end of £121k. Group net assets as of 31 March 2024 were £1.15m (2023 – £5.28m). Unrestricted, undesignated funds at the year-end were £669k.

The restricted funds, of £356k relates to funds which are not available for general purposes of the charity as they have been restricted by the donor to specific purposes. (See note 25 of the financial statements)

Culture Perth and Kinross Trading Ltd

The results of the charity's wholly owned subsidiary company are consolidated with those of the charity in the group financial statements. Further details are provided at note 1. The principal activity of the trading company is the provision of catering, retail services and venue hire.

Culture Perth and Kinross Trading Ltd.'s profit for the year 1st April 2023 to 31st March 2024 was £592 before tax and there will be no donation to the to the parent company.

Sources of Finance

Core funding is provided through a service level agreement with Perth and Kinross Council. This provides 90% of operating Income in 23/24 for the group with other funds coming from trading activity, ticket sale income and donations. Grant funding of £1.5 million was also received in the year but the majority of this is restricted. Detail of all Group donations (including grants and legacies) is provided on note 3 of the financial statements.

Financial Review

The entrance for the Museum and use of the library is free to the public with small charges for additional services. As well as the primary purpose charitable trading the charity has made some progress in attracting financial support for events and exhibitions through donations, ticket sales and sponsorship.

Group Net Current Assets are £1.15m, of which £1.04m is held in cash at bank and in hand as of 31st March 2024. £985k of this is in a temporary deposit account in the name of Culture Perth and Kinross Limited and is administered by Perth and Kinross Council as part of banking and treasury services agreement.

Trustees' Report

Culture Perth and Kinross commenced operations on 1st April 2016, assets and the temporary book collections were transferred to the charity from Perth and Kinross Council. The internationally renowned Permanent Museum collection remains in the ownership of Perth and Kinross Council whilst Culture Perth and Kinross provide the curation, visitor experience and care of the collections. Charitable activity can be seen on note 4 of the financial statements.

Reserves Policy

Maintaining a level of reserves helps to meet unexpected events, and to provide funds for planning and development of cultural services. In 2023/24 we will continue to fundraise for unrestricted reserves and supportive trading opportunities. The Trustees believe that an appropriate level of unrestricted funds would be £500k. Total Reserves on 31st March 2024 are £1.15m, however £356k of this is restricted. The charity will endeavour to monitor its reserves over the next five years.

Going concern

Core funding from Perth and Kinross Council has been agreed for the period to 31st March 2025. Anticipated funding reduction in 2023/24 was mitigated by service reductions. The Pension Liability is underwritten and guaranteed by Perth and Kinross Council as part of the "TUPE" of staff to Culture Perth and Kinross Limited, which allows the Board to assess going concern at operational surplus, whilst working to reduce such liability. The Charity will respond to anticipated further reductions in core budgets with plans to expand trading opportunities and explore new avenues open to this charity such as increased donations and fundraising. Directors along with the Chief Executive review the business strategy and are satisfied that they can prepare accounts on a going concern basis.

Risk Management

The major strategic, business and operational risks associated with the charity are identified. An Organisational Risk Register has been developed with risk review and mitigation systems which are reviewed by the management team. The Risk Register is discussed at the Finance and Resources Committee and then presented to the Board to allow Trustees to review these risks and satisfy themselves that adequate systems and procedures are in place to manage the risks identified. Where appropriate, risks are covered by insurance.

All significant activities undertaken are subject to a risk review as part of the initial activity assessment and implementation, for example as part of exhibition and project planning. Major risks are identified and ranked in terms of their potential impact and likelihood. The work has identified risks associated with financial sustainability and developed mitigation steps. Internal control risks are minimised by procedures for all transactions and projects. Attention also has been focussed on risks arising from fire, health and safety of staff and customers and security. Procedures are in place to ensure compliance with health and safety of staff, volunteers and customers.

Structure, Governance and Management

Culture Perth and Kinross Limited is a company limited by guarantee governed by its **Articles of Association** adopted on 6 November 2015. The company is registered with the Office of the Scottish Charity Regulator (OSCR). Culture Perth and Kinross is a sole member company with the sole member being Perth and Kinross Council. As such, a representative attends Board meetings, but does not have the right to vote at these meetings.

As set out in the Articles of Association the Chair and Vice-Chair are appointed by the Board, which can be up to twelve trustees, from within its membership. Perth and Kinross Council nominates three trustees from its standing elected Councillors. There can be up to nine independent trustees who are nominated by a **Nominations Committee** comprising the whole Board and led by their nominated representatives. The roles of Chair and Vice-Chair can only be held by independent trustees. The trustees have the power to co-opt trustees where there is an identified need for additional specialist knowledge to support decision making.

When considering nominations to the Board use is made of a **Board Skills Matrix** which identifies the critical skills, knowledge and experience required to ensure the success of the charity. This Matrix was reviewed in 2023 to ensure it remains fit for purpose in advance of the opening of the new Museum.

There is a **Directors Code of Conduct** in place which is reviewed and signed up to by trustees on initial appointment and annually thereafter. This was reviewed in 2023.

On appointment trustees are provided with background information on the charity, including copies of annual and performance reports and information on their role and responsibilities as a charity trustee. New trustees meet individually with the Chair of the Board and the Chief Executive as part of an induction programme and are given tours of key venues as an introduction to the staff, operations and key activities of the Charity. Following the first year of

Trustees' Report

operation the induction process for new trustees is being reviewed with a view to developing a revised programme to support future appointments.

The board of trustees administers the charity and the Articles of Association outline what can and cannot be delegated. A **Scheme of Delegation** has been agreed which sets out the detail of tasks and principles which will be delegated by the Board and to whom. The Scheme of Delegation identifies key committees covering finance, resources, strategy and development and the terms of reference for each of these groups. The Chief Executive is appointed to manage the day-to-day operations of the charity and has delegated authority, set out within the Scheme of Delegation for operational matters including finance, employment and programming. The Scheme was most recently reviewed and recommended changes made in 2022 and will be reviewed again in 2024.

None of the trustees receive remuneration or other benefit from their work with the charity. Any connection between a trustee and a senior manager must be disclosed to the full Board. All meetings are headed with an opportunity for trustees and others present to make a declaration of any interests and a register of any such interests is maintained. A conflict-of-interest policy and register of interests and hospitality are in place.

The Council commissions Culture Perth and Kinross to deliver services on their behalf and there is an annual Services Agreement in place. This agreement is monitored through quarterly contract monitoring meetings and by the Perth and Kinross Council Scrutiny Committee. This Committee oversees all large-scale contractual arrangements undertaken by the Council to ensure Best Value and that the needs and interests of local communities are being met.

Culture Perth and Kinross Trading Limited, which is the trading subsidiary has a Board which comprises three Directors drawn from the Board of Culture Perth and Kinross and including the chair of the Finance and Resources Committee. The business of the trading company is dealt with in the body of the Board meetings and subcommittee structures of the Charity.

Statement of Trustee' Responsibilities

The Trustees, who are also the directors of Culture Perth and Kinross Limited for the purpose of company law, are responsible for preparing the Trustees' Report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these accounts, 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 estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose, with reasonable accuracy at any time, the financial position of the company and enable them to ensure that the accounts comply with the Companies Act 2006, with 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In the case of each of the persons who are trustees at the time when the Trustees' Report is approved:

- so far as the trustees are aware, there is no relevant information of which the charity's auditor is unaware; and
- each trustee has taken all the steps that he ought to have taken as a trustee in order to make himself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Auditor

The auditor, Azets Audit Services, is deemed to be reappointed under section 487(2) of the Companies Act 2006.

This report has been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial

Culture Perth and Kinross Limited (a company limited by guarantee)

Trustees' Report

Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2016) and in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The report was approved by the Board on **5 September 2024** and signed on its behalf by:

A handwritten signature in black ink, appearing to read 'W J H Elles', with a long horizontal flourish extending to the right.

W J H Elles (Vice-Chair)

A faint, light grey diagonal line spanning from the bottom left towards the top right of the page. A small black dot is located near the bottom right end of this line.

Trustees' Report

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

SC518247 (Scotland)

Registered Charity number

SC046353

Registered office

AK Bell Library
2-8 York Place
Perth
PH2 8EP

Trustees (and Directors)

W J H Elles
A J Parrott
J D C Findlay
Councillor C J Ahern
S Dawe
Councillor S Donaldson
C W H Hay
A Khan
R King
K M Thomson
A Muirhead

Auditors

Azets Audit Services
Statutory Auditors
5 Whitefriars Crescent
Perth
Perthshire
PH2 0PA

Solicitors

Lindsays Solicitors
Caledonian Exchange
19A Canning Street
Edinburgh
EH3 8HE

Management Accounting

Azets
25 Bothwell Street
Glasgow
G2 6NL

Bankers

Royal Bank of Scotland
Perth Chief Office
12 Dunkeld Road
Perth
PH1 5RB

Senior Officers

Helen Smout	Chief Executive Officer
Rhona Corbett	Head of Heritage and Culture
Kenny McWilliam	Head of Operations and Support Services
Ashleigh Hibbins	Head of Audiences and Learning
Ashleigh Fraser	Head of Finance and Resources (appointed 23 rd May 2022, resigned 3 rd July 2023)
Hailey Revill	Head of Finance and Resources (appointed 8 th November 2023)
Lorna Burton	Head of Finance and Resources (appointed 3 rd July 2023, resigned 11 th August 2023)

Report of the Independent Auditors to the Trustees and Members of Culture Perth and Kinross Limited (a company limited by guarantee)

Opinion

We have audited the financial statements of Culture Perth and Kinross Limited (the 'parent charitable company') for the year ended 31 March 2024 which comprise the Group and Parent Statement of Financial Activities, the Group and Parent Statement of Financial Position, the Group and Parent Statement of Cash Flows, and related 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 FRS 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 affairs as at 31 March 2024 and of its incoming resources and application of resources, 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 regulation 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 in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other 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 opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Report of the Independent Auditors to the Trustees and Members of Culture Perth and Kinross Limited (a company limited by guarantee)

Matters on which we are required to report by exception

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

- the information given in the financial statements is inconsistent in any material respect with the Trustees' report; or
- proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the statement of Trustees' responsibilities, the Trustees, who are also the Directors of the Group for the purpose of company 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 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 Group 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 report in accordance with the Act 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 considered material if, individually or in the 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 is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;

**Report of the Independent Auditors to the Trustees and Members of
Culture Perth and Kinross Limited (a company limited by guarantee)**

- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services

**Neil Morrison (Senior Statutory Auditor)
for and on behalf of Azets Audit Services**

Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006
5 Whitefriars Crescent
Perth
PH2 0PA

Date: *6th September* 2024

Culture Perth and Kinross Limited (a company limited by guarantee)

**Consolidated Statement of Financial Activities (including consolidated income and expenditure account)
for the Year Ended 31 March 2024**

		Unrestricted	Pension	Restricted	Total	Unrestricted	Pension	Restricted	Total
		funds	reserve	funds		funds	reserve	funds	
		2024	2024	2024	2024	2023	2023	2023	2023
Notes		£	£	£	£	£	£	£	£
<u>Income and endowments from:</u>									
Donations and legacies	3	-	-	1,534,363	1,534,363	-	-	493,144	493,144
Charitable activities	4	3,463,585	-	-	3,463,585	3,363,756	-	-	3,363,756
Other trading activities	5	118,478	-	-	118,478	110,696	-	-	110,696
Investments	6	84,509	-	-	84,509	32,143	-	-	32,143
Other income	7	82,205	-	-	82,205	61,825	-	-	61,825
Total income		<u>3,748,777</u>	<u>-</u>	<u>1,534,363</u>	<u>5,283,140</u>	<u>3,568,420</u>	<u>-</u>	<u>493,144</u>	<u>4,061,564</u>
<u>Expenditure on:</u>									
Raising funds	8	121,787	-	-	121,787	91,348	-	-	91,348
Charitable activities	9	3,821,583	575,000	1,937,151	6,333,734	3,442,347	969,000	682,160	5,093,507
Total		<u>3,943,370</u>	<u>575,000</u>	<u>1,937,151</u>	<u>6,455,521</u>	<u>3,533,695</u>	<u>969,000</u>	<u>682,160</u>	<u>5,184,855</u>
Net income		<u>(194,593)</u>	<u>(575,000)</u>	<u>(402,788)</u>	<u>(1,172,381)</u>	<u>34,725</u>	<u>(969,000)</u>	<u>(189,016)</u>	<u>(1,123,291)</u>
Other financial costs	11	-	180,000	-	180,000	-	(42,000)	-	(42,000)
Gain on defined benefit pension scheme		-	1,852,000	-	1,852,000	-	6,362,000	-	6,362,000
Restriction on asset ceiling		-	(4,998,000)	-	(4,998,000)	-	-	-	-
Transfers between funds	13	-	-	-	-	-	-	-	-
Net movement in funds carried forward		<u>(194,593)</u>	<u>(3,541,000)</u>	<u>(402,788)</u>	<u>(4,138,381)</u>	<u>34,725</u>	<u>5,351,000</u>	<u>(189,016)</u>	<u>5,196,709</u>

Culture Perth and Kinross Limited (a company limited by guarantee)

**Consolidated Statement of Financial Activities (including consolidated income and expenditure account)
for the Year Ended 31 March 2024 (continued)**

	Unrestricted funds 2024	Pension reserve 2024	Restricted funds 2024	Total 2024	Unrestricted funds 2023	Pension reserve 2023	Restricted funds 2023	Total 2023
Notes	£	£	£	£	£	£	£	£
Net movement in funds brought forward	(194,593)	(3,541,000)	(402,788)	(4,138,381)	34,725	5,351,000	(189,016)	5,196,709
Fund balances at 1 April 2023	985,009	3,541,000	758,436	5,284,445	950,284	(1,810,000)	947,452	87,736
Fund balances at 31 March 2024	<u>790,416</u>	<u>-</u>	<u>355,648</u>	<u>1,146,064</u>	<u>985,009</u>	<u>3,541,000</u>	<u>758,436</u>	<u>5,284,445</u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

Culture Perth and Kinross Limited (a company limited by guarantee)

**Company Statement of Financial Activities (including income and expenditure account)
for the Year Ended 31 March 2024**

		Unrestricted funds 2024 £	Pension reserve 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Pension reserve 2023 £	Restricted funds 2023 £	Total 2023 £
	Notes								
<u>Income and endowments from:</u>									
Donations and legacies	3	-	-	1,534,363	1,534,363	-	-	493,144	493,144
Charitable activities	4	3,463,585	-	-	3,463,585	3,363,756	-	-	3,363,756
Investments	6	81,959	-	-	81,959	31,696	-	-	31,696
Other income	7	80,854	-	-	80,854	60,503	-	-	60,503
Total income		3,626,398	-	1,534,363	5,160,761	3,455,955	-	493,144	3,949,099
<u>Expenditure on:</u>									
Charitable activities	9	3,821,583	575,000	1,937,151	6,333,734	3,442,347	969,000	682,160	5,093,507
Total		3,821,583	575,000	1,937,151	6,333,734	3,442,347	969,000	682,160	5,093,507
Net income		(195,185)	(575,000)	(402,788)	(1,172,973)	13,608	(969,000)	(189,016)	(1,144,408)
Other financial costs	11	-	180,000	-	180,000	-	(42,000)	-	(42,000)
Gain on defined benefit pension scheme		-	1,852,000	-	1,852,000	-	6,362,000	-	6,362,000
Restriction on asset ceiling		-	(4,998,000)	-	(4,998,000)	-	-	-	-
Transfers between funds	13	-	-	-	-	-	-	-	-
Net movement in funds carried forward		(195,185)	(3,541,000)	(402,788)	(4,138,973)	13,608	5,351,000	(189,016)	5,175,592

Culture Perth and Kinross Limited (a company limited by guarantee)

**Company Statement of Financial Activities (including income and expenditure account)
for the Year Ended 31 March 2024 (continued)**

	Unrestricted funds 2024 £	Pension reserve 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Pension reserve 2023 £	Restricted funds 2023 £	Total 2023 £
Notes								
Net movement in funds brought forward	(195,185)	(3,541,000)	(402,788)	(4,138,973)	13,608	5,351,000	(189,016)	5,175,592
Fund balances at 1 April 2023	961,799	3,541,000	758,436	5,261,235	948,191	(1,810,000)	947,452	85,643
Fund balances at 31 March 2024	<u>766,614</u>	<u>-</u>	<u>355,648</u>	<u>1,122,262</u>	<u>961,799</u>	<u>3,541,000</u>	<u>758,436</u>	<u>5,261,235</u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

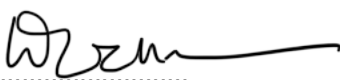
The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

Culture Perth and Kinross Limited (a company limited by guarantee)

**Consolidated Statement of Financial Position
At 31 March 2024**

	Notes	2024 £	£	2023 £	£
Fixed assets					
Tangible assets	18		134,712		50,159
Current assets					
Stock		63,247		26,146	
Debtors	19	869,617		264,320	
Cash at bank and in hand		1,042,392		1,955,212	
		<u>1,975,256</u>		<u>2,245,678</u>	
Creditors: amounts falling due within one year	21	<u>(963,904)</u>		<u>(552,392)</u>	
Net current assets			1,011,352		1,693,286
Total assets less current liabilities			1,146,064		1,743,445
Pension asset	22		-		3,541,000
Net assets			<u>1,146,064</u>		<u>5,284,445</u>
Income funds					
Restricted funds	23		355,648		758,436
Unrestricted funds	23		669,347		758,187
Designated funds	23		121,069		226,822
Pension reserve	23		-		3,541,000
			<u>1,146,064</u>		<u>5,284,445</u>

The financial statements were authorised for approval by the Trustees on 5th September 2024



.....
W J H Elles

Culture Perth and Kinross Limited (a company limited by guarantee)

**Company Statement of Financial Position
At 31 March 2024**

	Notes	2024 £	£	2023 £	£
Fixed assets					
Intangible assets	17		1		1
Tangible assets	18		128,580		50,158
			128,581		50,159
Current assets					
Debtors	19	936,064		293,927	
Cash at bank and in hand		950,589		1,913,443	
		1,886,653		2,207,370	
Creditors: amounts falling due within one year	21	(892,972)		(537,294)	
Net current assets			993,681		1,670,076
Total assets less current liabilities			1,122,262		1,720,235
Pension asset	22		-		3,541,000
Net assets			1,122,262		5,261,235
Income funds					
Restricted funds			355,648		758,436
Unrestricted funds			645,545		734,977
Designated funds			121,069		226,822
Unrestricted funds			-		3,541,000
			1,122,262		5,261,235

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were authorised for approval by the Trustees on 5th September 2024



W J H Elles

Culture Perth and Kinross Limited (a company limited by guarantee)

**Consolidated Statement of Cash Flows
for the Year Ended 31 March 2024**

	Notes	Group 2024 £	Group 2023 £	Company 2024 £	Company 2023 £
Cash flows from operating activities:					
Net cash provided by operating activities	26	(850,203)	(41,497)	(905,861)	(50,725)
Cash flows from investing activities:					
Purchase of tangible fixed assets		(147,126)	(12,628)	(138,952)	(12,628)
Interest received		84,509	32,143	81,959	31,696
Change in cash and cash equivalents in the reporting period		(912,820)	(21,982)	(962,854)	(31,657)
Cash and cash equivalents at the beginning of the reporting period		1,955,212	1,977,194	1,913,443	1,945,100
Cash and cash equivalents at the end of the reporting period		1,042,392	1,955,212	950,589	1,913,443

The notes form part of these financial statements

1. ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of preparing the financial statements

The financial statements have been prepared in accordance with Financial Reporting Standard 102, as issued by the Financial Reporting Council, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Companies Act 2006 and 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). They are prepared on the historical cost basis.

Culture Perth and Kinross Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

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

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires Trustees to exercise their judgements in the process of applying the 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 financial statements consolidate the results of the Charity and its wholly owned subsidiary, Culture Perth and Kinross Trading Limited (company number SC526979, registered in Scotland), on a line-by-line basis. The Charity, together with Culture Perth and Kinross Trading Limited, comprises the Group.

As described in Note 28, Culture Perth and Kinross Limited is deemed to be a subsidiary undertaking of its ultimate parent, Perth & Kinross Council. Accordingly, the financial statements of Perth & Kinross Council will incorporate the results of Culture Perth and Kinross Limited and its trading subsidiary.

Going concern

These financial statements have been prepared on a going concern basis following assessment by the Trustees of the Group's financial position at the date of approval which included consideration of forward revenue and cash flow projections for the next 12 months.

Culture Perth and Kinross Limited is dependent on the continuance of financial support from its principal funders, Perth & Kinross Council, and on the adequacy of its income generating endeavours in relation to charitable trading activities (which are primarily cultural and educational) and other fundraising.

The Board has reviewed operating revenue and cash flow forecasts prepared by management on the basis of approved income and expenditure budgets, with due allowance made for timing factors associated with grants and other trading receipts.

Management's forecasts indicate the adequacy of working capital to allow the Group to continue to pay its debts as they fall due for at least a year from the date of this report. Accordingly, and in view of the confirmed funding agreements in place for 2024/25 with Perth & Kinross Council, the board is satisfied that the Group can continue to trade as a going concern for the foreseeable future.

However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the Charity's ability to continue as a going concern.

1. ACCOUNTING POLICIES - continued

Recognition and allocation of income

Income is recognised when the Group has legal entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably. Where practicable, income is related to the operating activities of the Group. Where there are terms placed on income that limit the Group's discretion over how the income can be used, that income is shown as restricted income in the accounts.

Income from grants, donations and legacies

Where there are performance conditions attached to any grants and donations, income is recognised when the conditions have been met or when meeting the conditions are within the Group's control, and there is sufficient evidence that they have been met or will be met. Where a grant condition allows for the recovery of any unexpended grant, a liability is recognised when repayment becomes probable. Where donor imposed conditions require that the resource is expended in a future accounting period, income is recorded as deferred income at the Statement of Financial Position date.

Entitlement to legacy income exists when the Group has sufficient evidence that a gift has been left, the executor is satisfied that the gift will not be required to satisfy claims on the estate and any conditions are within the control of the Group or have been met. Where legacies have been notified to the Group and the criteria for income recognition have not been met, the legacy is treated as a contingent asset and disclosed if material. Legacy income is measured at fair value, generally the cash amount receivable, and discounted if deferred for more than 12 months. The unwinding of the discount is recognised as interest receivable.

Where incoming resources are given specifically to provide a fixed asset, or a fixed asset is donated, all of the incoming resource is recognised in the Statement of Financial Activities when receivable. Once the asset is acquired, the relevant fund is reduced over the useful economic life of the asset in line with its depreciation.

Income from charitable activities

Incoming resources from charitable activities Perth & Kinross Council service fees; income derived from the operation of the museum and galleries services; library and other information services and arts and development programmes.

Income from investments

Income from investments is credited to income in the period in which it is receivable.

Recognition and allocation of expenditure

Expenditure is recognised when the Group has entered into a legal or constructive obligation and related where practicable to the operating activities of the Group. Where possible, expenditure is attributed directly to the function to which it relates. Where this is not possible, it is allocated on a percentage basis consistent with the function's use of resources. The allocation of support costs is shown in Note 9.

Resources expended are included in the Statement of Financial Activities on an accrual basis, inclusive of any Value Added Tax which cannot be recovered.

Costs of raising funds are those costs incurred in attracting voluntary income and those incurred in trading activities that raise funds, together with associated support costs.

Charitable activities include expenditure associated with the operation of the museums, galleries and library services, and cultural programmes undertaken to further the purposes of the Charity and include both the direct costs and support costs relating to these activities.

Support costs are the costs of central functions that assist the work of the Charity but do not directly undertake charitable activities. Governance costs relate to the costs associated with the governance of the Charity and its assets and are primarily associated with the constitutional and statutory requirements and include an estimate of the cost of senior management time and other resources on long-term strategy and financial planning activities.

1. ACCOUNTING POLICIES - continued

Fund accounting

Unrestricted funds are income sources which are receivable for the objects of the Charity without further specified purposes and are available as general funds.

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund, together with a fair allocation of management and support costs.

Transfers from unrestricted funds are made to meet any shortfalls in restricted projects.

Tangible fixed assets

Fixed assets with a useful life of more than one year are capitalised and held at cost less accumulated depreciation.

Depreciation is provided to write off the cost of an asset, less its estimated residual value, over the anticipated useful economic life of the asset as follows:

Plant and machinery: over 4 years on a straight-line basis

A full year's depreciation is provided in the year of acquisition and no depreciation is charged in the year of disposal.

The carrying values of tangible fixed assets are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable.

The Group's capitalisation policy is £1,000 net.

Investments

The Charity's investment in its wholly owned subsidiary is included in the Charity's Statement of Financial Position at cost less impairment.

Debtors

Trade debtors are recognised at the undiscounted amount of cash receivable, which is normally the invoiced amount, less any allowance for doubtful debts.

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items. Cost comprises actual purchase prices of goods for resale and consumables.

Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, and balances with banks which are readily convertible, being those with maturities of three months or fewer from inception. Cash and cash equivalents are measured at fair value.

Creditors

Trade creditors are obligations to pay for goods or services that have been acquired. Accounts payable are classified as creditors falling due within one year if payment is due within one year or less. If not, they are presented as creditors falling due after one year. Trade creditors are recognised at the undiscounted amount owed to the supplier, which is normally the invoice price.

1. ACCOUNTING POLICIES - continued

Pensions

The Charity is a member of the Tayside Superannuation Fund ('the Fund'), a defined benefit pension scheme. A defined benefit pension plan defines the pension benefit that the employee will receive on retirement, usually dependent upon several factors including but not limited to: age, length of service, and remuneration. A defined benefit plan is a pension plan that is not a defined contribution plan.

The liability recognised in the Statement of Financial Position in respect of the defined benefit plan is the present value of the defined benefit obligation at the end of the Statement of Financial Position date less the fair value of plan assets at the Statement of Financial Position date (if any) out of which the obligations are to be settled.

The defined benefit obligation is calculated using the projected unit credit method. Annually, the Company engages with independent actuaries to calculate the obligation. The present value is determined by discounting the estimated future payments using market yields on high quality corporate bonds that are denominated in sterling and that have terms approximating the estimated period of future payments ('discount rate').

The fair value of plan assets is measured in accordance with the FRS 102 fair value hierarchy and in accordance with the Company's policy for similarly held assets. This includes the use of appropriate valuation techniques.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income. These amounts, together with the return on plan assets, less amounts included in net interest, are disclosed as 'Actuarial gain on defined benefit schemes'.

The cost of the defined benefit plan, recognised in profit or loss as employee costs, except where included in the cost of an asset, comprises:

- a) the increase in net pension benefit liability arising from an employee service during the period, and;
- b) the cost of plan introductions, benefit changes, curtailments and settlements.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. The cost is recognised in profit or loss as 'Other finance costs'.

Taxation

Culture Perth and Kinross Limited is a partially exempt organisation under Schedule 9 of the VAT Act 1994. During the year, VAT returns have been submitted on a partially exempt basis.

Irrecoverable VAT is charged against the cost of activities where it is incurred.

Culture Perth and Kinross Limited is a registered Charity, and therefore is not liable to income tax and corporation tax on income and gains derived from its charitable activities, as it falls within the various exemptions available for registered charities.

The subsidiary company has an obligation to covenant any available taxable profits up to Culture Perth and Kinross Limited under Gift Aid.

1. ACCOUNTING POLICIES - continued

Financial instruments

Financial instruments are recognised in the statement of financial position when the Charity 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. Subsequent to initial recognition, they are accounted for as set out below. A financing transaction is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial instruments are classified as either 'basic' or 'other', in accordance with Chapter 11 of FRS 102.

At the end of each reporting period, basic financial instruments are measured at amortised cost using the effective interest 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 and 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 the asset expire, or when the Charity has transferred substantially all the risk and rewards of ownership. Financial liabilities are derecognised only once the liability has been extinguished through discharge, cancellation, or expiry.

Creditors and provisions are recognised where the Group has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

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 these 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).

Culture Perth and Kinross Limited (a company limited by guarantee)

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2024**

3. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds £	Restricted funds £	Total 2024 £	Unrestricted funds £	Restricted funds £	Total 2023 £
Group and company						
Grants receivable for core activities	-	1,534,363	1,534,363	-	493,144	493,144
	-	1,534,363	1,534,363	-	493,144	493,144

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total 2024 £	Unrestricted funds £	Restricted funds £	Total 2023 £
Group and company						
Perth & Kinross Council service fees	3,392,116	-	3,392,116	3,219,116	-	3,219,116
Donations	35,631	-	35,631	96,070	-	96,070
Museums and galleries	13,534	-	13,534	22,611	-	22,611
Libraries and information	22,304	-	22,304	25,959	-	25,959
	3,463,585	-	3,463,585	3,363,756	-	3,363,756

5. INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total 2024 £	Unrestricted funds £	Restricted funds £	Total 2023 £
Group						
Café and trading activities	118,478	-	118,478	110,696	-	110,696
	118,478	-	118,478	110,696	-	110,696

6. INCOME FROM INVESTMENT

	Unrestricted funds £	Restricted funds £	Total 2024 £	Unrestricted funds £	Restricted funds £	Total 2023 £
Group						
Bank interest	84,509	-	84,509	32,143	-	32,143
	84,509	-	84,509	32,143	-	32,143
Company						
Bank interest	81,959	-	81,959	31,696	-	31,696
	81,959	-	81,959	31,696	-	31,696

Culture Perth and Kinross Limited (a company limited by guarantee)

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2024**

7. OTHER INCOME

	Unrestricted funds £	Restricted funds £	Total 2024 £	Unrestricted funds £	Restricted funds £	Total 2023 £
Group						
Other income	82,205	-	82,205	61,825	-	61,825
	82,205	-	82,205	61,825	-	61,825
	Unrestricted funds £	Restricted funds £	Total 2024 £	Unrestricted funds £	Restricted funds £	Total 2023 £
Company						
Other income	80,854	-	80,854	60,503	-	60,503
	80,854	-	80,854	60,503	-	60,503

8. EXPENDITURE ON FUND RAISING ACTIVITIES

	Direct costs £	Support costs £	Governance costs £	Total 2024 £	Direct costs £	Support costs £	Governance costs £	Total 2023 £
Group								
Café and trading activities	121,787	-	-	121,787	91,348	-	-	91,348
	121,787	-	-	121,787	91,348	-	-	91,348

9. EXPENDITURE ON CHARITABLE ACTIVITIES

	Direct costs £	Support costs £	Governance costs £	Total 2024 £	Direct costs £	Support costs £	Governance costs £	Total 2023 £
Group and company								
Museums and Galleries (including Arts development)	2,948,595	972,851	5,610	3,927,056	2,213,356	602,548	12,624	2,828,528
Libraries and information	1,395,128	999,980	11,570	2,406,678	1,688,098	564,257	12,624	2,264,979
	4,343,723	1,972,831	17,180	6,333,734	3,901,454	1,166,805	25,248	5,093,507

Notes to the Financial Statements - continued
for the Year Ended 31 March 2024

10. SUPPORT COSTS ALLOCATED TO ACTIVITIES

	Museums and Galleries (including Arts development) £	Libraries and information £	Total 2024 £	Museums and Galleries (including Arts development) £	Libraries and information £	Total 2023 £
Group and company						
Promotion, publicity and sales	22,069	49,198	71,267	54,245	15,954	70,199
Supplies and services	156,625	156,625	313,250	110,278	110,278	220,556
Support services	794,157	794,157	1,588,314	438,025	438,025	876,050
	972,851	999,980	1,972,831	602,548	564,257	1,166,805

The costs of advertising are included in promotion, publicity and sales.

Supplies and services incorporate other overhead costs relating to property, transport, materials/supplies, and various other office related costs.

Support services incorporate employment costs related to central finance and administration.

11. OTHER FINANCIAL ASSETS

	2024 £	2023 £
Interest on pension scheme liabilities	(553,000)	(447,000)
Return on pension scheme assets	733,000	405,000
	180,000	(42,000)

12. GOVERNANCE COSTS ALLOCATED TO ACTIVITIES

	Museums and Galleries (including Arts development) £	Libraries and information £	Total 2024 £	Museums and Galleries (including Arts development) £	Libraries and information £	Total 2023 £
Group and company						
Accountancy and audit fees	4,840	10,800	15,640	12,063	12,063	24,126
Other	770	770	1,540	561	561	1,122
	5,610	11,570	17,180	12,624	12,624	25,248

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2024**

13. TRANSFER BETWEEN FUNDS

There were no transfers between funds in the year to 31 March 2024.

14. BOARD MEMBERS

Trustees were not paid, nor did they receive any other benefits from employment with the Charity or its subsidiary, nor did they receive payment for professional or other services supplied to the Charity. Three Trustees were reimbursed for travel expenses, amounting to £1,552 (2023: £77), incurred in connection with their duties as a trustee during the year.

16. EMPLOYEES

Number of employees

The average number of employees, per head count, during the year was:

	Group 2024 number	Group 2023 number	Company 2024 number	Company 2023 number
Museums and Galleries (including Arts development)	25	15	25	15
Libraries and Information	130	113	130	113
Catering and Trading activities	-	-	-	-
	155	128	155	128

The average number of employees, on a full time basis, during the year was:

Museums and Galleries (including Arts development)	28	12	28	12
Libraries and Information	52	46	52	46
	80	58	80	58

Employment costs

	Group 2024 £	Group 2023 £	Company 2024 £	Company 2023 £
Wages and salaries	2,782,261	2,432,331	2,782,261	2,432,331
Social security costs	236,125	208,168	236,125	208,168
Pension costs	446,010	399,866	446,010	399,866
	3,464,396	3,040,365	3,464,396	3,040,365

The key management personnel of the Group comprise the Chief Executive and the senior management team detailed on page 21. The employee benefits for key management, included within employment costs above, totalled £342,823 (2023 - £281,079).

The number of employees whose annual remuneration was more than £60,000 is as follows:

	Group 2024 number	Group 2023 number	Company 2024 number	Company 2023 number
£60,000 - £60,999	-	3	-	3
£70,000 - £70,999	1	-	1	-
£80,000 - £80,999	-	1	-	1

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2024**

17. FIXED ASSET INVESTMENTS

Company	Unlisted investments £
At 31 March 2023 and 31 March 2024	<u>1</u>

Unlisted investments relate entirely to Culture Perth and Kinross Limited's beneficial interest in its trading subsidiary, Culture Perth and Kinross Trading Limited. It is represented by one £1 ordinary share held in Culture Perth and Kinross Trading Limited (company number SC526979).

Culture Perth and Kinross Trading Limited, incorporated in Scotland, is a wholly owned trading subsidiary of Culture Perth and Kinross Limited, established in order to operate catering, retail and room hire services on behalf of the Group.

Net assets of Culture Perth and Kinross Trading Limited as at 31 March 2024 totalled £23,801 which comprised fixed assets of £6,127 current assets of £184,867, and liabilities of £167,193. Relevant financial information regarding Culture Perth and Kinross Trading Limited for the year ended 31 March 2024 is as follows:

	2024 £	2023 £
Turnover	118,479	110,698
Cost of sales	(67,852)	(37,529)
Gross profit	<u>50,627</u>	<u>73,169</u>
Administrative expenses	(53,936)	(50,731)
Other operating income	1,351	1,322
Interest receivable and similar income	2,550	447
Profit on ordinary activities before taxation	<u>592</u>	<u>24,207</u>
Tax on profit on ordinary activities	-	(3,090)
Profit for the financial period	<u>592</u>	<u>21,117</u>

Notes to the Financial Statements - continued
for the Year Ended 31 March 2024

18. TANGIBLE FIXED ASSETS

	Plant and machinery £	Total £
Group		
Cost		
At 1 April 2023	156,427	156,427
Additions	147,126	147,126
At 31 March 2024	303,553	303,553
Depreciation		
At 1 April 2023	106,268	106,268
Charge for year	62,573	62,573
At 31 March 2024	168,841	168,841
Net book value		
At 31 March 2024	134,712	134,712
At 31 March 2023	50,159	50,159
	Plant and machinery £	Total £
Company		
Cost		
At 1 April 2023	150,578	150,578
Additions	138,952	138,952
At 31 March 2024	289,530	289,530
Depreciation		
At 1 April 2023	100,420	100,420
Charge for year	60,530	60,530
At 31 March 2024	160,950	160,950
Net book value		
At 31 March 2024	128,580	128,580
At 31 March 2023	50,158	50,158

Culture Perth and Kinross Limited (a company limited by guarantee)

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2024**

19. DEBTORS

	Group 2024 £	Group 2023 £	Company 2024 £	Company 2023 £
Trade debtors	100,338	76,870	81,424	71,399
Sundry debtors	769,279	187,450	758,377	182,170
Due by Group company	-	-	96,263	40,358
	<u>869,617</u>	<u>264,320</u>	<u>936,064</u>	<u>293,927</u>

20. CASH AND CASH EQUIVALENTS

	Group 2024 £	Group 2023 £	Company 2024 £	Company 2023 £
Cash at bank and in hand	1,042,392	1,955,212	950,588	1,913,443
	<u>1,042,392</u>	<u>1,955,212</u>	<u>950,588</u>	<u>1,913,443</u>

21. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2024 £	Group 2023 £	Company 2024 £	Company 2023 £
Trade creditors	415,377	284,822	348,554	281,404
Taxes and social security costs	175,075	215,801	170,966	211,155
Other creditors	373,452	51,769	373,452	44,735
	<u>963,904</u>	<u>552,392</u>	<u>892,972</u>	<u>537,294</u>

22. PENSION AND OTHER POST-RETIREMENT BENEFITS

Culture Perth and Kinross Limited is a member of the Tayside Superannuation Fund ('the Fund'), a defined benefit scheme with the assets held in separate trustee administered funds. This Local Government Pension Scheme ('LGPS') is a defined benefit statutory scheme administered in accordance with the Local Government Pension Scheme (Scotland) Regulations 2014 and currently provides benefits based on career average revalued earnings. The administering authority for the Fund is Dundee City Council. The Pension Fund Committee oversees the management of the Fund whilst the day-to-day fund administration is undertaken by a team within the administering authority. Where appropriate, some functions are delegated to the Fund's professional advisers.

As the administering authority to the Fund, Dundee City Council (after consultation with the Fund Actuary and other relevant parties) is responsible for the preparation and maintenance of the Funding Strategy Statement and the Investment Strategy Statement.

Contributions are set every three years as a result of the actuarial valuation of the Fund required by the Regulations. The last actuarial valuation of the Fund has been carried out as at 31 March 2023 and has set contributions for the period from 1 April 2024 to 31 March 2026. Employer contributions have fallen from 17.0% to 15.7%. The next actuarial valuation is due to be carried out on 31 March 2026. There are no minimum funding requirements in the LGPS but the contributions are generally set to target a funding level of 100% using the actuarial valuation assumptions.

On the Employer's withdrawal from the Fund, a cessation valuation will be carried out in accordance with Regulation 62 of the Local Government Pension Scheme (Scotland) Regulations 2014, which will determine the termination contributions due by the Employer, on a set of assumptions deemed appropriate by the Fund Actuary.

In general, participating in a defined benefit pension scheme means that the Employer is exposed to a number of risks:

- Investment risk – the Fund holds investment in asset classes, such as equities, which have volatile market values and, while these assets are expected to provide real returns over the long-term, the short-term volatility can cause additional funding to be required if a deficit emerges;
- Interest rate risk – the Fund's liabilities are assessed using market yields on high quality corporate bonds to discount future liability cash flow. As the Fund holds assets such as equities, the value of the assets and liabilities may not move in the same way;
- Inflation risk – all of the benefits under the Fund are linked to inflation and so deficits may emerge to the extent that assets are not linked to inflation, and;
- Longevity risk – in the event that the members live longer than assumed, a deficit will emerge in the Fund. There are also other demographic risks.

In addition, as many unrelated employers participate in the Tayside Pension Fund, there is an orphan liability risk where employers leave the Fund but with insufficient assets to cover their pension obligations, so that the difference may fall on the remaining employers.

All of the risks above may also benefit the Employer e.g. higher than expected investment returns or employers leaving the fund with excess assets which eventually get inherited by the remaining employers.

Perth & Kinross Council provides underwriting and a guarantee to Culture Perth and Kinross Limited's admitted employees' membership of the LGPS, administered by Dundee City Council.

Culture Perth and Kinross Limited (a company limited by guarantee)**Notes to the Financial Statements - continued
for the Year Ended 31 March 2024****22. PENSION AND OTHER POST-RETIREMENT BENEFITS continued**

The estimated asset allocation for Culture Perth and Kinross Limited as at 31 March 2024 is as follows:

Asset breakdown	31 Mar 2024		31 Mar 2023	
	£000s	%	£000s	%
Equities	13,115	72%	10,868	72%
Gilts	1,148	6%	364	2%
Other bonds	1,195	7%	1,902	13%
Property	1,612	9%	1,472	10%
Cash	1,113	6%	414	3%
Alternatives	4	0%	26	0%
Total	18,187	100%	15,046	100%

We have estimated the bid values where necessary. Please note that the individual percentages shown are to the nearest percentage point for each asset class and may not sum to 100%. The final asset allocation of the Fund assets as at 31 March 2024 is likely to be different from that shown due to estimation techniques. Based on the above, the Employer's share of the assets of the Fund is approximately 0.33%.

The financial assumptions used to calculate the results are as follows:

Financial assumptions	31 Mar 2024	31 Mar 2023	31 Mar 2022
	p.a.	p.a.	p.a.
Discount rate	4.90%	4.80%	2.60%
Pension increases (CPI)	2.90%	2.85%	3.20%
RPI inflation	3.25%	3.20%	3.50%
Salary increases	3.90%	3.85%	4.20%

These assumptions are set with reference to market conditions as at 31 March 2024.

In addition, we have allowed for actual pension increases up to and including the 2024 Pension Increase Order. This is reflected in the Experience loss/(gain) on defined benefit obligation figure in the results. We have also allowed for actual CPI inflation experienced from September 2023 to March 2024.

Our estimate of the Employer's past service liability duration is 19 years. This has been calculated based on the membership data provided for the most recent full valuation of Employer's liabilities at 31 March 2024. This may differ from the estimated duration at the previous accounting date.

Culture Perth and Kinross Limited (a company limited by guarantee)

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2024**

22. PENSION AND OTHER POST-RETIREMENT BENEFITS continued

Balance sheet	As at 31 Mar 2024	As at 31 Mar 2023	As at 31 Mar 2022
Net pension asset in the statement of financial position	£000s	£000s	£000s
Present value of the defined benefit obligation	13,189	11,505	17,136
Fair value of Fund assets (bid value)	18,187	15,046	15,326
Deficit / (Surplus)	(4,998)	(3,541)	1,810
Present value of unfunded obligation	-	-	-
Unrecognised past service cost	-	-	-
Impact of asset ceiling	4,998	-	-
Net defined benefit liability / (asset)	-	(3,541)	1,810

The amounts recognised in the profit and loss statement	Year to 31 Mar 2024	Year to 31 Mar 2023
	£000s	£000s
Service cost	571	965
Net interest on the defined liability / (asset)	(180)	42
Administration expenses	4	4
Total loss / (profit)	395	1,011

For the purposes of our calculations, we distribute fund administration expenses amongst the employers in the Fund in proportion to their individual asset shares.

Remeasurement of the net assets / (defined liability) in other comprehensive income	Year to 31 Mar 2024	Year to 31 Mar 2023
	£000s	£000s
Return on Fund assets in excess of interest	1,370	(1,163)
Other actuarial gains / (losses) on assets	586	-
Change in financial assumptions	121	8,102
Change in demographic assumptions	238	-
Experience gain / (loss) on defined benefit obligation	(898)	(973)
Changes in effect of asset ceiling	(4,998)	-
Remeasurement of the net assets / (defined liability)	(3,581)	5,966

Reconciliation of opening & closing balances of the present value of the defined benefit obligation	Year to 31 Mar 2024	Year to 31 Mar 2023
	£000s	£000s
Opening defined benefit obligation	11,505	17,136
Current service cost	571	965
Interest cost	553	447
Change in financial assumptions	(121)	(8,102)
Change in demographic assumptions	(238)	-
Experience loss/(gain) on defined benefit obligation	898	973
Liabilities assumed / (extinguished) on settlements	-	-
Estimated benefits paid net of transfers in	(131)	(53)
Past service costs, including curtailments	-	-
Contributions by Scheme participants and other employers	152	139
Unfunded pension payments	-	-
Closing defined benefit obligation	13,189	11,505

The experience loss/(gain) on the defined benefit obligation includes £30,000 in respect of the allowance for actual pensions increases and CPI inflation over the accounting period.

Culture Perth and Kinross Limited (a company limited by guarantee)

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2024**

22. PENSION AND OTHER POST-RETIREMENT BENEFITS continued

Reconciliation of opening & closing balances of the fair value of Fund assets	Year to 31 Mar 2024	Year to 31 Mar 2023
	£000s	£000s
Opening fair value of Fund assets	15,046	15,326
Interest on assets	733	405
Return on assets less interest	1,370	(1,163)
Other actuarial gains/(losses)	586	-
Administration expenses	(4)	(4)
Contributions by employer	435	396
Contributions by Scheme participants and other employers	152	139
Estimated benefits paid net of transfers in	(131)	(53)
Settlement prices received / (paid)	-	-
Closing Fair value of Fund assets	18,187	15,046

Sensitivity analysis	£000s	£000s	£000s	£000s	£000s
Adjustment to discount rate	+0.5%	+0.1%	0.0%	-0.1%	-0.5%
Present value of total obligation	12,095	12,959	13,189	13,425	14,431
Projected service cost	481	536	551	566	632
Adjustment to long term salary increase	+0.5%	+0.1%	0.0%	-0.1%	-0.5%
Present value of total obligation	13,354	13,222	13,189	13,157	13,029
Projected service cost	553	551	551	551	549
Adjustment to pension increases and deferred revaluation	+0.5%	+0.1%	0.0%	-0.1%	-0.5%
Present value of total obligation	14,285	13,397	13,189	12,987	12,231
Projected service cost	634	566	551	536	479
Adjustment to life expectancy assumptions	+ 1 Year		None		- 1 Year
Present value of total obligation	13,576		13,189		12,813
Projected service cost	571		551		532

Projected pension expense	Year to 31 Mar 2025
	£000s
Service cost	551
Net interest on the defined liability / (asset)	(9)
Administration expenses	5
Total loss / (profit)	547
Employer contributions	402

These projections are based on the assumptions as at 31 March 2024. The figures exclude the capitalised cost of any early retirements or augmentations which may occur after 31 March 2024.

Culture Perth and Kinross Limited (a company limited by guarantee)

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2024**

23. MOVEMENT IN FUNDS (GROUP AND COMPANY)

	Balance at 31 March 2022 £	Net movement in funds £	Transfers between funds £	Balance at 31 March 2023 £	Net movement in funds £	Transfers between funds £	Balance at 31 March 2024 £
Unrestricted funds							
General funds	450,439	281,211	3,327	734,977	(89,432)	-	645,545
Pension reserve	(1,545,000)	5,086,000	-	3,541,000	(3,541,000)	-	-
	(1,094,561)	5,367,211	3,327	4,275,977	(3,630,432)	-	645,545
Designated funds							
COVID-19 Fund	20,313	(2,603)	(13,888)	3,822	(3,822)	-	-
City Hall	-	-	63,000	63,000	(76,950)	20,000	6,050
Library Review	100,000	-	(40,000)	60,000	-	(60,000)	-
Organisational							
Redevelopment	100,000	-	-	100,000	(24,981)	40,000	115,019
Carry Forward Costs	12,439	-	(12,439)	-	-	-	-
	232,752	(2,603)	(3,327)	226,822	(105,753)	-	121,069
Restricted funds							
Crockart Foundation	222,523	(96,175)	-	126,348	(17,887)	-	108,461
City Hall Fundraising							
Conservation	17,000	(17,000)	-	-	-	-	-
Book Week Scotland	750	-	-	750	-	-	750
Seed Library	2,752	(1,235)	-	1,517	741	-	2,258
Creative Scotland Funding	2,891	(2,891)	-	-	-	-	-
Pop Out Perth	3	-	-	3	-	-	3
Archives Revealed	17,252	(17,252)	-	-	-	-	-
SLIC/PLIF Cultural &							
Heritage Connections	10,360	(6,223)	-	4,137	-	-	4,137
National Museum Scotland							
Acquisition Grants	405	-	-	405	-	-	405
Small Grants - Library	768	-	-	768	-	-	768
MGS Small Grant -							
Dehumidifier	-	3,528	-	3,528	(1,233)	-	2,295
Living Communities							
Participation Fund	59,748	(56,559)	-	3,189	(3,189)	-	-
Cultural Redevelopment							
Project	27,178	5,340	-	32,518	(28,310)	-	4,208
General Restricted Funds -							
Museums and Galleries	111,261	(7,048)	-	104,213	(399,717)	-	(295,504)
General Restricted Funds -							
Library Information Services	389,376	(8,374)	(350,000)	31,002	(10,578)	-	20,424
Archives Appeal	2,578	(1,812)	-	766	-	-	766
Mummy Grant	120	-	-	120	-	-	120
Soutar Festival and							
Competition	19	358	-	377	(377)	-	-
Legacy – Mrs A Robertson	600	-	-	600	-	-	600
Bookmark Donation	750	-	-	750	-	-	750
Enchanted Forest	784	-	-	784	-	-	784
Digital Maker_Spaces	8,347	(6,803)	-	1,544	-	-	1,544
Forteviot Grant	3,939	(3,939)	-	-	-	-	-
Heritage & Culture Pathways							
Programme	24,787	(19,773)	-	5,014	(5,014)	-	-
Scottish Forestry	1,940	-	-	1,940	-	-	1,940
SLIC Film Club	1,735	(762)	-	973	(762)	-	211
Total	907,866	(236,620)	(350,000)	321,246	(466,326)	-	(145,080)

Culture Perth and Kinross Limited (a company limited by guarantee)

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2024**

23. MOVEMENT IN FUNDS (GROUP AND COMPANY) continued

Total from overleaf	907,866	(236,620)	(350,000)	321,246	(466,326)	-	(145,080)
Idlewild Trust	1,605	(1,605)	-	-	-	-	-
Museums & Galleries Scotland – COVID-19 grant	1,219	(1,219)	-	-	-	-	-
FIHP Fund	-	181	-	181	-	-	181
Auchterarder Library Donation	-	2,358	-	2,358	(565)	-	1,793
Digital Inclusion Fund for the Open Printing Solution Project	-	315	-	315	-	-	315
Europe Challenge	-	3,207	-	3,207	335	-	3,542
Gannochy – Pathways Programmes	-	46,380	-	46,380	9,503	-	55,883
Cost of Living Community Fund	-	4,984	-	4,984	1,544	-	6,528
Eric King Chiu Lo Legacy Roger Bilcliffe - Fergusson workshops	-	6,841	350,000	356,841	(8,134)	-	348,707
SLIC Public Library Covid Relief fund	-	1,000	-	1,000	(1,000)	-	-
Carnegie Kindness Project Glover Incorporation – Perth Museum	36,639	(14,838)	-	21,801	(12,829)	-	8,972
Good Food Fund – Grow and Cook Healthily	123	-	-	123	-	-	123
NMS Grant – NFA Funding PLIF Sustainable Communities	-	-	-	-	2,070	-	2,070
Acquisitions Grants	-	-	-	-	1,265	-	1,265
	-	-	-	-	45,882	-	45,882
	-	-	-	-	25,711	-	25,711
	-	-	-	-	(244)	-	(244)
	947,452	(189,016)	-	758,436	(402,788)	-	355,648
TOTAL FUNDS (Company)	85,643	5,175,592	-	5,261,235	(4,138,973)	-	1,122,262
Unrestricted funds - subsidiary	2,093	21,117	-	23,210	592	-	23,802
TOTAL FUNDS (Group)	87,736	5,196,709	-	5,284,445	(4,138,381)	-	1,146,064

Culture Perth and Kinross Limited (a company limited by guarantee)

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2024**

23. MOVEMENT IN FUNDS (GROUP AND COMPANY) continued

Net movement in funds, included in the above, are as follows:

	Incoming Resources £	Resources expended £	Gains and losses £	Movement In funds £
Unrestricted funds				
General funds and designated funds	3,748,777	(4,518,370)	(2,966,000)	(3,735,593)
Restricted funds				
Crockart Foundation	100,000	(117,887)	-	(17,887)
Book Week Scotland	750	(750)	-	-
Living Communities Participation Fund	1,550	(4,739)	-	(3,189)
Cultural Redevelopment Project	1,056,452	(1,084,763)	-	(28,311)
SLIC Film Club	-	(762)	-	(762)
Archives Appeal	13,359	(13,359)	-	-
Soutar Festival and Competition	4,543	(4,919)	-	(376)
PKC Events Support	8,000	(8,000)	-	-
Seed Library	1,577	(836)	-	741
Europe Challenge	836	(501)	-	335
National Museum Scotland – Funding Grant	52,000	(6,118)	-	45,882
Gannochy-Pathways Programmes	-	(5,014)	-	(5,014)
Gannochy-Pathways Programmes Jan 23 to Dec 25	54,964	(45,461)	-	9,503
Miss Fothergill Project	625	(625)	-	-
Cost of Living Community Fund	9,127	(7,583)	-	1,544
MGS Perth City Hall	10,556	(10,556)	-	-
MGS Organisational Development	7,500	(7,500)	-	-
Eric King Chiu Lo Legacy	-	(8,134)	-	(8,134)
Auchterarder Library Donation	2,337	(2,902)	-	(565)
MGS Small Grant - Dehumidifier	-	(1,233)	-	(1,233)
SLIC Public Library Covid Relief fund	-	(12,829)	-	(12,829)
Glover Incorporation - Perth Museum	12,991	(10,922)	-	2,069
Hugh Fraser Foundation	5,000	(5,000)	-	-
Good Food Fund - Grow and Cook Healthily	4,075	(2,810)	-	1,265
NFA and MC Grant - Jacobite Glass	8,190	(8,190)	-	-
Environmental monitoring project	8,414	(8,414)	-	-
Fergusson Exhibition at PAG	65,000	(64,999)	-	1
NCT (NMS) Perth Acadamey Physics Manuscript	2,094	(2,094)	-	-
PLIF Sustainable Communities	25,711	-	-	25,711
MGS NZ Cultural Connections	4,879	(4,879)	-	-
PMAG Restricted Funds	73,533	(474,250)	-	(400,717)
LIS Restricted Funds	300	(10,878)	-	(10,578)
Acquisitions Grants	-	(244)	-	(244)
Total restricted funds	1,534,363	(1,937,151)	-	(402,788)
TOTAL FUNDS	5,283,140	(6,455,521)	(2,966,000)	(4,138,381)

24. PURPOSES OF DESIGNATED FUNDS

COVID-19 Fund

In March 2020, as the COVID-19 pandemic took hold, a stop was placed on non-essential spend in the organisation. It was recognised that reopening of venues would result in substantial PPE, equipment, signage costs and require new ways of working in the organisation. The board agreed to set up a fund to cover the additional costs arising from the COVID-19 pandemic and the equipment and adaptations required to reopen our venues safely.

Perth Museum Designated Fund (City Hall)

This fund was set up to meet the pre-opening costs of Perth Museum incurred by Culture Perth & Kinross, such as equipment costs, additional staffing costs, furniture costs etc.

Library Review

This fund was set up to meet the costs associated with a review of libraries to address changing patterns of use, impacts of the pandemic, changing community needs, and the need to find a more sustainable model of service provision.

Organisational Redevelopment

This fund was set up to meet the costs associated with business change, new ways of working, and organisational development.

Carry Forward costs

This fund was set up to meet the costs of exhibitions, marketing, book purchases, property costs etc planning for 2020/21, but delayed due to the COVID-19 pandemic.

25. PURPOSES OF RESTRICTED FUNDS

The Crockart Foundation

The Charity benefits from the net annual income of this Foundation of the late James Baird Crockart. The funds are to be used in the purchase of books on outdoor sports and handed over to public Library for use of the public both within and out with the county of Perth or other such activities as approved by the Foundation's Trustees and chief librarian. The Foundation's Trustees have also approved the purchase of e-resources from this funding.

City Hall Fundraising Conservation

Donations received to support conservation of collections for City Hall display. £15,000 was received from Whisky Auctioneer Limited and £2,000 from the Gordon Fraser Charitable Trust.

Book Week Scotland

Donation from Scottish Book Trust to support Book Week Scotland.

Seed Library

Funding for seed library initiative. This new initiative, supported by 8 volunteers, aims to promote the development of a biodiverse and ecologically sustainable seed system in Perthshire and to encourage growing and gardening for health and wellbeing.

Creative Scotland Funding

Funds were awarded by Creative Scotland through Lottery Funding from the Open Fund: Sustaining Creative Development Programme. This money was used to create new work for two galleries at Perth Museum and Art Gallery.

Pop Out Perth

Funds awarded from Perth & Kinross Council to support the Pop Out Perth Festival 2021. Pop Out Perth delivered 20 events utilising spaces within the local public realm aimed at encouraging audiences to re-engage after the lockdowns of the pandemic.

Archives Revealed

Grant funding received from the National Archives and others for "In Our Own Words", a project to catalogue the sound collection held in Perth and Kinross Archives to improve public access to this resource.

SLIC/PLIF Cultural & Heritage Connections

Grant Funding was awarded from the Scottish Library and Information Council (SLIC) through the public library improvement fund for the Cultural Heritage Connections programme. The Cultural Connections programme is delivering creative workshops linked to Museum Collections in Library settings to build cross services audiences.

National Funding for Acquisitions Grants

Grants received support the purchase of new acquisitions to Perth and Kinross permanent collections in line with the Collections Development Policy. These grants fund part of the acquisition costs with Culture Perth and Kinross Limited providing the match funding.

Small Grant Library

Small grants received towards the purchase of books and materials for libraries.

MGS Small Grant- Dehumidifier

Funding received from MGS to purchase a dehumidifier to improve collections storage.

Living Communities Participation Fund

Funds received from the Gannochy Trust to support the Living Communities Participation Fund, which aims to increase the engagement of schools in local heritage learning, and increase the involvement with Perth & Kinross Council Museum and Gallery collections. Culture Perth and Kinross Limited pays small grants to the schools based on the fund criteria.

Cultural Redevelopment Project

This income represents additional funds received from Perth & Kinross Council, specifically for costs incurred in relation to supporting work on the Capital Developments projects.

General Restricted Funds - Museums and Galleries

The transfer of various trusts from Perth & Kinross Council's reorganisation of small trusts. This has been done via a formal application with the Office of the Scottish Charity Regulator, for a Charity reorganisation scheme. This fund has been set up to recognise that the restriction of these trusts are for the promotion, improvement, purchase of items, and encouragement of engagement with fine arts, painting, sculpture, and museum collections.

General Restricted Funds - Library Information Services

The transfer of various trusts from Perth & Kinross Council's reorganisation of small trusts. This has been done via a formal application with the Office of the Scottish Charity Regulator, for a Charity reorganisation scheme. This fund has been set up to recognise that the restriction of these trusts are for the promotion and improvement of libraries and the purchase of books/media to enhance the literature collection in the libraries.

Archives Appeal

As part of Perth & Kinross Archive's 40th anniversary celebrations, a fundraising campaign was launched in order to raise funds to purchase two museum quality display cases. The cases will allow our archive to develop a small exhibitions programme, showcasing regular displays and stories from our archive collections. The fundraising target for the campaign is £7,400.

Mummy Grant

This was a £1,300 grant from National Museums Scotland to deliver activities linked to the "Conservation in Action: Saving the Perth Mummy" exhibition.

Soutar Festival and Competition

Grant funding was received to deliver the Soutar Festival of Words 2021. This literary festival included over 20 events, performances and readings celebrating the diversity of Scots language, literature and culture inspired by Perth Poet and Writer, William Soutar.

Legacy – Mrs Anne S Robertson

A bequest of artwork consisting of an oil painting of her father, John McMillan Marshall, by JD Fergusson and a £5,000 cash legacy. The artwork was added to the Council's permanent collection, which Culture Perth and Kinross Limited administers. The expenditure to date has been on the conservation of the piece.

Bookmark Donation

Donation from Bookmark Festival to support Blairgowrie Library.

Enchanted Forest

An award of £1,378 was received from the Enchanted Forest Community Trust, to enable Culture Perth and Kinross Limited to run monthly reminiscence sessions at Pitlochry Library.

25. PURPOSES OF RESTRICTED FUNDS continued

Digital Maker_Spaces

Funding received from Perth & Kinross Rural LEADER Programme, the Public Library Improvement Fund, and Perth & Kinross Council Economic development, to develop a network of digital technology hubs within key rural library locations which make cutting edge creative digital technologies more accessible across rural Perthshire. The Maker_Spaces, located in Breadalbane Community Library, Strathearn Community Library, and Blairgowrie Library provide free access to the latest hi-spec creative technologies, and offers users a collaborative working space to explore the potential of how technology can be utilised to develop business capacity and creative practice. A Creative Technologist, and 2 Digital Enablers were also recruited as part of this project.

Forteviot Grant

A grant of £13,887 to allow Culture Perth and Kinross Limited staff to work with specialist conservators, to carry out essential condition assessments of exhibits destined for the new Museum within Perth City Hall.

Gannochy Trust – Heritage & Culture Pathways Programme

The Heritage & Culture Pathways Programme aims to deliver a programme of work placements, foundation and modern apprenticeships and paid graduate internships for young people aged 16 – 25yrs which support career pathways in the heritage and culture sector. Funding of £25,000 per year was secured for this 3 year programme.

Scottish Forestry – Forest Memories

A grant awarded from the Scottish Forestry to support a Forest Memories event in March 2020. A Collecting Day was planned, this one day event was designed to bring people in to meet the team and share their stories and memorabilia. It was hoped the event would assist in identifying a few people to interview and record their personal experiences of working in forestry. Unfortunately the event was cancelled due to the COVID-19 pandemic, however it will be rescheduled for a later date.

SLIC Film Club

£3,000 was awarded as part of a joint PLIF application to set up a SLIC Library film club. 12 library authorities across Scotland all received funding to set up film clubs in a local library with the aim to improve the provision of film and moving image education, and to engage communities with public libraries and with each other through film. By setting up a film club in one of our community libraries we hope to bring new audiences to the library, provide an opportunity for increased engagement between library services and their community and support people who otherwise would not have the opportunity to experience film. The funding we received has purchased high quality technical equipment to provide a cinematic experience, funds to purchase a licence to screen a wide range of commercially available films, and specialist staff training for film education activity.

Idlewild Trust

A grant of £3,000 was awarded towards the cost of the conservation works required on the Osteology exhibits destined for display in the new Museum in Perth City Hall.

Museums & Galleries Scotland – COVID-19 grant

An award from the Museums Galleries Scotland COVID-19 adaptation fund, to support the costs of making adaptations to allow museums to reopen safely and sustainably, and in accordance with COVID-19 restrictions.

FIHP Fund - Food Insecurity during the Holiday Period

Grant received from Perth and Kinross Council to address food insecurity for children, young people and families who received free school meals during term time.

Auchterarder Library Donation

Restricted individual donation from library user to be used in Auchterarder

Digital Inclusion Fund for the Open Printing Solution Project

Grant received from Perth and Kinross Council to fund installation of Princh open printing system and associated Samsung tablets.

Europe Challenge

Grant from European Cultural Foundation to develop Reading for Recovery project at HMP Perth Prison.

25. PURPOSES OF RESTRICTED FUNDS - continued

Gannochy - Pathways Programmes

Grant from The Gannochy Trust to support Living Communities and Heritage & Cultural pathways programmes.

Cost of Living Community Fund

Grant from Perth and Kinross Council to provide warm packs and warm spaces for communities.

Eric King Chiu Lo Legacy

Legacy donation gratefully received. This donation is to be used to create a collection of foreign language books, fund a part-time Climate Worker post and contribute to the purchase of an electric mobile library van.

Roger Bilcliffe - Fergusson workshops

A donation from the JD Fergusson Art Foundation for a series of workshops.

Museums & Galleries Scotland – Organisational development

An award from Museums Galleries Scotland, Museum Development fund, this will support transformation of our digital services. Focussing on embedding sustainable digital programming and engagement practices across Museum and Galleries services, the transformation process will address our profound digital capacity shortfall which has been acutely in evidence during the pandemic and has impacted their ability to adapt and respond to our changed circumstances and evolving needs of our audiences.

SLIC Public Library Covid Relief fund

Grant Funding was awarded from the Scottish Library and Information Council (SLIC) through the public library Covid relief fund for the "Outreach in Our Communities" project. The project will fund an Outreach Officer to work with socially disadvantaged communities in the immediate catchment of the Library to increase engagement and use of library resources.

Carnegie Kindness Project

Funding received as part of the Carnegie Trust UK Kindness in Libraries Initiative, this project paired our most vulnerable Books on Wheels customers with staff volunteers in a pen pal letter writing relationship.
Acquisitions Grants.

Glovers Incorporation- Perth Museum

Financial support received from the Glovers Incorporation of Perth towards the conservation treatment of various objects to be displayed in the new Perth Museum.

Good Food Fund – Grow and Cook Healthily

Funding received to tackle food poverty, promote health and sustainable foods and build community knowledge. Funding was used to host family events in the library to learn about healthy food and recipes.

NMS Grant – NFA Funding Communities

Funding received towards the purchase of a Pictish symbol stone found at St Madoes, Perthshire, to add to the museum collection.

PLIF Sustainable Communities

Funding received from the Public Libraries Improvement Fund towards the costs of a project co-ordinator role, to work across 4 libraries to engage groups with library spaces and resources.

Acquisitions Grants

Small grants received towards the purchase of books and materials for libraries

26. RECONCILIATION OF NET INCOME TO NET CASH FLOWS FROM OPERATING ACTIVITIES

	Group 2024 £	Group 2023 £	Company 2024 £	Company 2023 £
Net (expenditure)/income for the reporting period (as per the statement of financial activities)	(4,138,381)	5,196,709	(4,138,973)	5,175,592
Adjustments for:				
Movement in defined pension benefit liability	3,541,000	(5,351,000)	3,541,000	(5,351,000)
Interest received	(84,509)	(32,143)	(81,959)	(31,696)
Depreciation	62,573	36,470	60,530	35,659
(Increase)/Decrease in stocks	(37,105)	(9,119)	-	-
Decrease/(Increase) in debtors	(605,297)	436,905	(642,139)	443,553
(Decrease)/Increase in creditors	411,516	(319,319)	355,680	(322,833)
Net cash provided by operating activities	<u>(850,203)</u>	<u>(41,497)</u>	<u>(905,861)</u>	<u>(50,725)</u>

27. RELATED PARTIES

The parent and ultimate controlling party is Perth & Kinross Council.

Substantial funding is received from Perth & Kinross Council by way of grants and service level fees for general purposes and other activities.

Perth & Kinross Council is the sole member of Culture Perth and Kinross Limited. As sole member, Perth & Kinross Council has certain powers of control, which are set out in the Articles, including the right to nominate up to 3 elected members of the Council to serve on the board of Directors, as well as to decide on the appointment and removal of all other Directors.

Given the degree of control and influence which exists in the funding, operational and governance relationship, 100% of Culture Perth and Kinross Limited's general funds and net assets are consolidated in Perth & Kinross Council's annual Group accounts, in accordance with financial reporting and accounting standards and other regulations applicable to local authorities delivering services through arm's length external organisations.

Related party transactions and balances with Perth & Kinross Council are exempted from disclosure in accordance with paragraph 33.11(a) of FRS 102.

Balances and transactions between the company and its wholly owned subsidiary, Culture Perth and Kinross Trading Limited, have been eliminated on consolidation in these Group accounts and are exempted from disclosure in accordance with paragraph 1.12(e) of FRS 102.

28. COMPANY STATUS

Culture Perth and Kinross Limited is a company limited by guarantee, and the contribution of members to the liability of the Company is restricted by the Memorandum and Articles of Association to a maximum of £1. The company is registered in Scotland.

29. OPERATING LEASE COMMITMENTS

At the reporting end date the company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, as follows:

	Group 2024 £	Group 2023 £	Company 2024 £	Company 2023 £
Within one year	2,277	2,281	-	-
Total	<u>2,277</u>	<u>2,281</u>	<u>-</u>	<u>-</u>