

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 2026

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

Trustees' Report and Consolidated Financial Statements

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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 2026.

Introduction from the Co-Chairs

It is our pleasure to introduce this report on the activity of Culture Perth and Kinross for the year ended 31 March 2026.

April 2026 marked our tenth anniversary as the delivery body for museum, gallery and library services in our region. That milestone came after a year of significant work, centred on local and regional communities, executed by our hard-working staff supported by dedicated and generous volunteers, all in partnership with Perth & Kinross Council.

Our Board has seen change this year and we said goodbye to our founding Chair, Charles Kinnoull and Vice Chair, Jason Elles. Both have led the Board through the establishment of Culture Perth and Kinross, the challenges of Covid and the achievement of opening the Perth Museum with expertise, a steady hand and a passion for our communities, visitors, and stakeholders. Their legacy is an organisation recognised for being sector leading, that secures both economic and social impacts well beyond what was envisaged at the start.

As incoming Co-Chairs, we have served as trustees for a number of years and now look to the next 10 years with ambition, seeking to build on past achievements, particularly the opening of the new museum and the transformation of the Art Gallery, as well as the work done to secure the library service. We aim to remain a centre of excellence in all that we do and continue to bring enjoyment and enrichment to the communities of Perth and Kinross

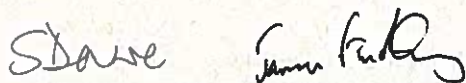
Our job as Chairs is made easier by the strength of our stakeholders and we would like in particular to thank Perth and Kinross Council for their generous financial support. Our thanks also go to the Gannochy Trust, a long-standing, generous and supportive partner who has enabled us to engage with many children and young people in the region. We are privileged that partnerships with the National Library of Scotland, Scottish National Galleries, National Museums Scotland, Museums and Galleries Scotland and the Scottish Library and Information Council have been fundamental to the delivery of our public programmes enabling us to share the best of local and national culture with our audiences. We thank them and all the organisations, stakeholders and individuals who contribute to work.

Our thanks go to all our funders, our patrons and donors, who enrich our services and programming allowing us to innovate, learn and provide services and events across the region.

We have an exceptional chief executive and staff, and we offer our thanks to them and to our committed volunteers.

Our final, and most important thanks go to our communities and audiences. Your participation, enjoyment and feedback is essential. Whatever form your engagement with us takes, we are grateful.

The future looks bright and we look forward to some exciting accessions and exhibitions both traditional – John Everett Millais - and contemporary - Lys Hansen and Sir Isaac Julien - alongside our work on Perth UNESCO City of Crafts & Folk Art and our library services



Sandie Dawe CBE James Findlay KC
Co Chairs, Culture Perth and Kinross

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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 our **mission**, *to deliver creative, welcoming and innovative cultural services, learning and creative programmes for everyone in Perth & Kinross, celebrating local heritage while connecting with national and international culture*.

We are a people-centred organisation which values the heritage and cultures of all our local communities and visitors. We work transparently, collaboratively and with respect to deliver the very best experiences and outcomes for our audiences. These values are reflected in all the work we deliver.

The charity delivers in key service areas set out below.

Libraries and Information Services

- **47** 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

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

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- Public enquiry service, Research service, and Loans Programme.
- Collections Care of the Perth and Kinross Recognised Museum Collection which spans Social History, Archaeology, Fine and Applied Art, Natural History, World Cultures and Photography

Local and Family History Services

- 2 staff employed (FTE)
- 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.
- The Local History Officer works across the service with community groups, providing talks, exhibitions and advice.

Creativity and Events

- 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.
 - Lend and Mend library at the AK Bell (since 2023) and opening of a branch at Scone library
 - Seed library (since 2021) for all of Perth and Kinross, based at AK Bell library with seed library champions in all libraries.

Strategic Plan

During the year we reviewed and revised our Strategic Operating Plan and Organisational Strategy to reflect how our services have developed and to more closely align to local priorities.

Our **Key Strategic Aims** for 2026-2031 are:

1. Health and Wellbeing:

- To support community health and wellbeing through the provision of services and activities which build social connection, individual and community, wellbeing, resilience and civic pride.
- To empower the next generation through learning programmes, participation in cultural and heritage experiences and services.

2. Diversify Audiences:

- To engage and collaborate with underrepresented groups and reflect the diversity of our communities in our services and activities.

3. Help Tackle Poverty:

- To protect the provision of free or low-cost cultural and heritage services and activities which help mitigate the cost-of-living crisis and its impacts on our communities.

4. Boost Local Culture and the Creative Economy

- To maximise the impact of our cultural attractions to draw domestic and international tourists to Perth.
- To leverage Perth's status as the UK's first UNESCO City of Craft and Folk Art to support local makers/craftspeople, build international prestige and local pride.

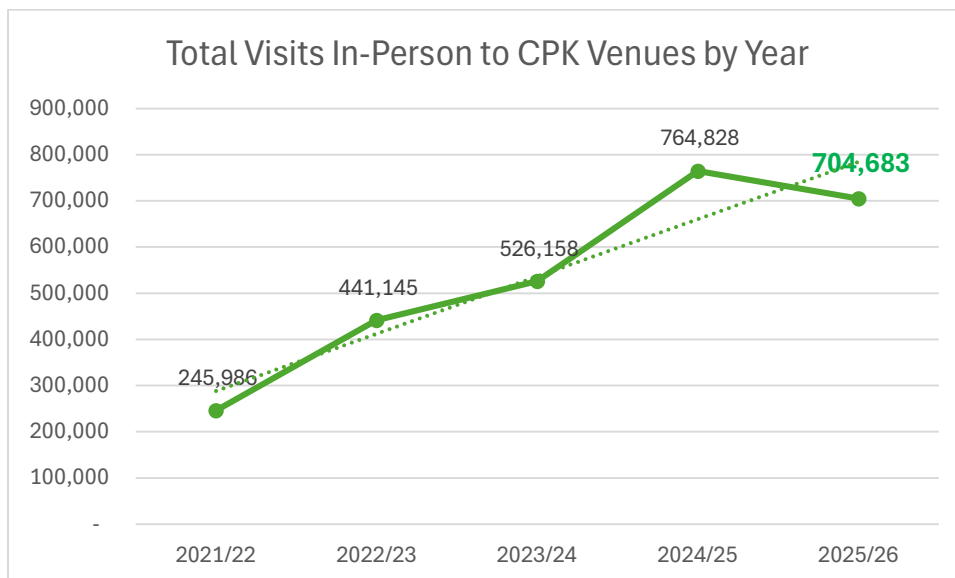
5. Grow a Resilient, Sustainable Organisation

- To continue to develop and diversify income streams to help protect core services and maximise our impacts on communities.
- Invest in staff development and improve our buildings, collections storage and digital infrastructure.

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Achievements and Performance

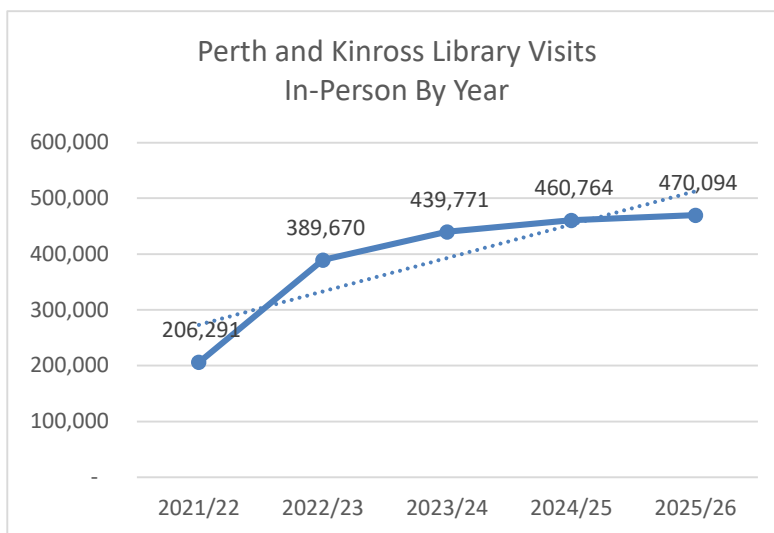
Culture Perth and Kinross welcomed **704,683** visits this year across its 14 public venues and 2 mobile library services. Visitor satisfaction with services is strong, averaging at **94%**.



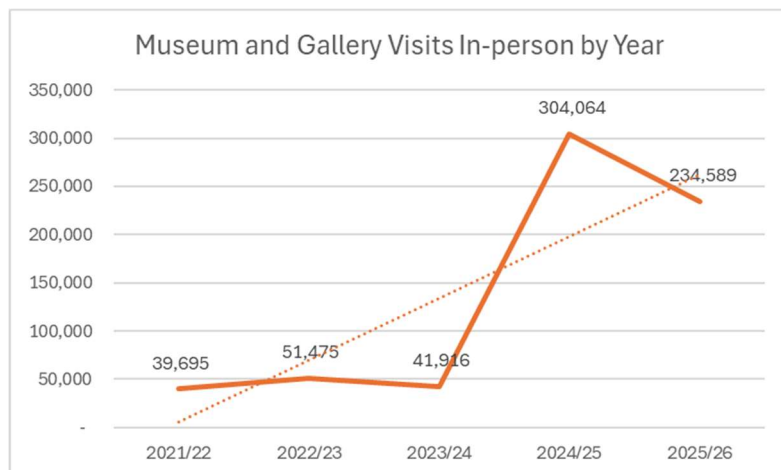
Overall performance across the organisation has remained resilient in the face of a challenging economic environment with 90% of performance targets either met in full or exceeded this year. The exceptions to this were those for social media, which were set prior to the organisation moving away from X (Twitter), and for research visits for which targets were set to reflect both Archive and Local and Family History research however data is no longer collected for the Archive following its transfer back to Perth and Kinross Council.

Engagement with our Libraries continues to grow with footfall increasing year on year since the interruptions of 2020/21. Customer satisfaction is positive at 94%+ and there are high levels of community engagement. In 2025/26 there were 470,094 visits to Libraries across the region, and 18,265 individuals (approx. 12% of the population) were active users of the Library Service borrowing books in person or online or making use of People's Network Computers in venues.

To support advocacy of Library services locally we commissioned a socio-economic impact assessment of our services from EKOS. This demonstrated for every £1 invested in Community Libraries there was a benefit cost ratio (BCR) of £9.76 and for every £1 invested in the AK Bell Library there was a BCR of £4.14 demonstrating the significant value brought to our communities by our libraries.



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In 2025/26 Perth Museum welcomed **185,493 visits**. Following the exceptional visitor numbers for the opening year, the Museum is now settling into what can be described as an expected pattern of visits although it will take a number of years to establish what an 'average' year looks like. Visitor feedback on the Museum and the Stone of Destiny experience remains very strong with a current visitor satisfaction rating of **94%**.

There were **50,691** tickets issued for the Stone of Destiny in 2025/26 which averages out at **193 visits** per operating day. Following the attack on the case containing the Stone on the 12 July 2025, the experience was closed until 9 October, a loss of 89 public access days which has impacted on the total visits for the year. If the Stone had remained open over the course of the full year it is estimated there would have been in the region of 68,000 visits for the year.

"Wonderful museum with a great cross-section of local history from neolithic to modern. The audio-visual presentation for the Stone of Destiny was wonderfully done - understated but impactful and interesting."

"The Stone experience is incredibly immersive and very well done. I thoroughly enjoyed it."

"The Stone Experience is really well done - we really enjoyed it!"

A socio-economic impact study of the Museum undertaken in 2025 by EKOS¹, identified that since opening to the end of Q2 2025/26 the Museum had generated **£9.85M** net socio-economic benefits to the city and 166 FTE jobs. This includes direct benefits to the visitor economy of **£6.18M** with the Museum, delivering a return of **£8.86** for every **£1** of investment.

Engaging Our Communities

Our Youth Collective of local 16 to 25-year-olds continues to develop and their **YC Fashion Show** took place on 28 November 2025, produced by the Collective members and delivered in partnership with Social Flock, Remake and Culture Perth & Kinross. The event explored 100 years of youth fashion with participants each selecting a decade and producing upcycled garments. In total, 20 original garments were created and presented by 12 volunteer models aged 16–25, to a sold-out audience of approximately 60 attendees. The show combined catwalk presentation with short films and interpretation addressing the environmental and social impact of fashion, including outsourcing of labour, greenwashing in branding, and the ways youth subcultures express resistance, belonging and self-definition.

¹ Socioeconomic Cost-Benefit Analysis of Culture Perth and Kinross by EKOS 23 January 2026

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Participants reported increased confidence and a deeper understanding of youth culture, identity and the social context of clothing.

A member of the Youth Collective reflected, *"I'd never made anything like this before seeing it on the runway made me realise I can actually do creative work like this."* Another commented, *"It made me think differently about clothes and where they come from; it's not just fashion, it's people and stories."*

Audience members described the event as "thought-provoking" and "professional while still feeling youth led."

The emphasis on upcycling, reuse and the circular economy now underpins the Youth Collective's way of working as they move into their new phase, where they will be based in library hubs across Perth and Kinross addressing ongoing issues of young people living in rural isolation.

The event was a sell-out and later went on to win Best Student-Led Event at the Scottish 2026 EventIt Awards.



Local Library Action Plans

As part of our work with communities following the threat of service reductions, we established 5 community action planning groups in Alyth, Auchterarder, Birnam, Comrie and Scone Libraries. With the support of an external facilitator, library staff and communities discussed issues raised through the campaigns to retain library provision.

As relationships were built each group co-created an action plan which reflected shared priorities for the local community and library service and identified actions which would provide a greater level of ongoing engagement. In some areas the communities have formed 'Friends Of' groups which undertake to do additional activity beyond the action plan, and in other areas there are representatives from the local Community Council, Development Trust, and other community organisations. Minutes of meetings and plans are shared with all library users, and participation is open to everyone who wants to get involved. Examples of activity include:

- The Friends of Auchterarder group discussed having an area in the library that would allow older residents to meet weekly to share conversation and company, whilst promoting the services and resources available at the library. It also allowed them to get to know the staff on a friendly basis. This was an instant success and has helped reduce loneliness and the isolation of individuals participating. Through "Warm Space" funding, we are also able to supply tea, coffee, soup and biscuits, extending the impact of the sessions.
- In Scone, the community worked with staff to deliver a fundraising open day/coffee morning with stalls and activities. This raised £708.90 and the community and staff will plan together how the money will be spent to make improvements to the library. The community have also been involved in reshaping the layout of the library to allow for a "Lend & Mend" and Craft Hub. Classes are starting in May 2026 with 2 volunteers recruited to lead sessions.
- Birnam library held a book launch by the local author Fiona Valpy. This was a sell out and all proceeds were donated to the library to help buy new lighting. The local Men's Shed also built a book return box for use out of hours.
- Comrie Library are successfully using the existing library building for other meetings out of hours. They also held a successful "Love Your Library Day" promotion day.
- Alyth library held a coffee morning in a local hall and raised £1,148 for the library. The group and staff will decide how this is spent. They also requested a new sign for the library as this was something they felt strongly about.

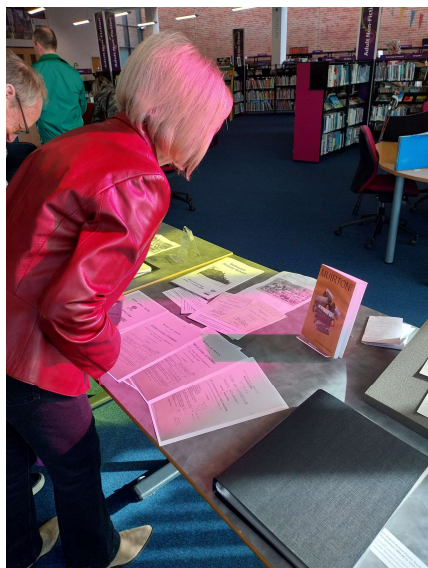
Mini Wonders Project

The Mini Wonders project, supported by Nesta and Art Fund, explores how gallery spaces can better support parent and child bonding and connection, creative play, and cultural engagement. The project focuses on developing playful, sensory-led experiences that encourage parenting strengths and shared experiences, creativity, and confidence in engaging with art spaces. So far, the project which has been running since October 2025 has engaged 14 families at Perth Art Gallery. Activities encourage child-led discovery while also supporting caregivers to feel confident exploring creative play and how it feels to be a parent in a safe and inclusive environment. This learning is helping to inform the development of future early years programming and the design of the gallery's creative play spaces. What is invaluable is the wellbeing element also created in these sessions for parental mental health and something we wish to take forward for PAG. Participant feedback included: *"Just wanted to say a massive thank you for today. The group you've set up is fantastic. Looking forward to next week already! I was asking to 'go back and see Kerry' so you've definitely made an impression on him! Have a great week!"*

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Northern District/Balhouseie Primary School Exhibition

After Balhouseie Primary School burned down on 22 June 2025, staff from the Museum, Local & Family History, and Archives came together with the local community to discuss ways in which the school building, which dated back to 1908, could be commemorated. One of these was an exhibition to be held at the North Inch Community Campus Library. After liaison between the community group, Culture Perth & Kinross staff, and Archives staff, an exhibition took place on 21 March 2026. This included objects and documents from the Museum and Archives, with the centerpiece being the time capsule which was extracted from the school's stonework. Around 172 people attended the five-hour-long event.



Perth Ideas Centre

The most visible development of the year at the Perth Ideas Centre, was the name change in September, from Famous Grouse Ideas Centre to Perth Ideas Centre due to the sale of the Famous Grouse brand by funders Edrington. The new name is more concise, and the change offered the chance for a rebrand which refreshed both the logo and colour scheme. We also took the opportunity to paint the main door of the centre in the same, vibrant orange.

We continued to support local businesses across the year, with workshops and masterclasses through Perth and Kinross Council's partners including Business Gateway and Elevator. We also hosted two pitching events from PKC's flagship investment programme, Angel's Share as well as an information event. CodeBase continued to run successful breakfast events and co-working days focussed on the Scottish Government's Techscaler programme. Perthshire Businesswomen's Network increased their use of the facility by hosting a member's monthly co-working day which is proving popular. We also continued to assist businesses with creative projects including prototyping of new products, experimenting with materials and processes and developing digital skills.



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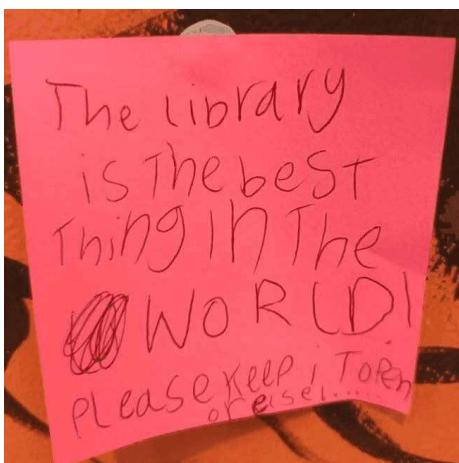
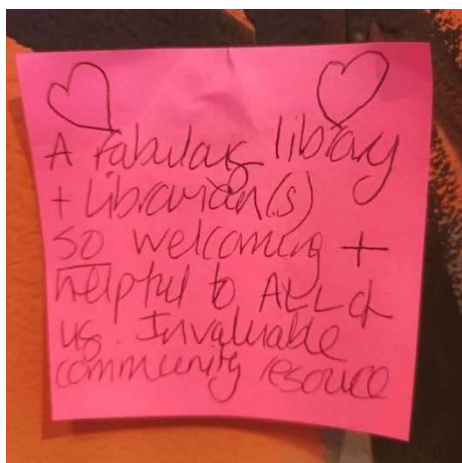


In July, the Perth Print Process project (commissioned by Perth Unesco City of Craft in 2024) was given a display at Perth Museum. Created by artist Marliese Richmond, one of Perth Ideas Centre's longest-term users, the project drew inspiration from the collections at Perth Art Gallery. A variety of pieces were created through an extensive process of experimentation with equipment (including the laser cutter and our large format and UV printers) and materials at Perth Ideas Centre. The resulting works were displayed initially in Estonia in 2024 and further expanded for the display at Perth Museum.

Community Engagement at Birnam Library

As part of their action plans, libraries across the service have undertaken more engagement with their local communities. Birnam Library has seen

its active borrower numbers almost double and hosted several community-focused events. 120 people of all ages attended Jump into Birnam Library day, which included Bookbug, coding, and tracing your house history sessions; and there were 99 attendees talks by local author Fiona Valpy and historical crime writer Shona Maclean. The local community has rallied behind the library with: resources, such as the Men's Shed making a drop-box; promotion, with pupils at The Royal School of Dunkeld promoting the Summer Reading Challenge; fundraising, both at library events and from local children's own initiatives; and advocacy, by expressing their thoughts and feelings about the library on tree mural at Birnam Arts. It is hoped that such closer partnerships between our libraries and their local communities, and the positive actions this engenders, represents a new model of community engagement that can be built upon in the years ahead.



Musical Instrument Library. Following discussion with Loch Leven Library staff and colleagues in Fife and Falkirk library services, we added a new Musical Instrument Library collection to our library catalogue at Loch Leven Library in September 2025 with 65 instruments now available for loan (58 loans issued to 28 borrowers so far). Parents and children have said that the music library has provided an opportunity that the children otherwise would not have had. The workshops help the children each week in keeping their enthusiasm going and increasing their love of music.

Reconditioned Digital Tablet service. We are in the process of reconditioning 36 previously purchased 'Hublets' as standard Samsung Tablets for use with PressReader and for code club/gaming activities to support digital provision in our libraries (24 completed and available at 5 library locations so far). The remaining tablets will be distributed to all library locations by the end of September 2026.

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Re-engaging with lapsed library users. We are sending emails to all borrowers with long overdue items still on loan from 2025 and before, to encourage the return of valuable stock and renewal of lapsed library membership. So far, a total of 4,172 emails have been sent out to borrowers with loans due back between 2014-2025. This has resulted in a total reduction of 628 long overdue items from 216 borrowers. Emails to all remaining borrowers with long overdue loans (and email addresses on our system) are scheduled to be sent out before the end of April 2026 which will hopefully increase the number of items returned and the number of borrowers renewing their membership with us.

North Inch Library continues to hold regular **Code Club** sessions during term time for children aged 9-13 years old, with the help of a Digital volunteer and two Duke of Edinburgh volunteers. Children start off learning basic coding projects and then proceed to other more complex projects using various pieces of kit such as a micro:bit. This past year the group have also been looking at basic robotics with the Kitronik Robotic Kit, they would build their own robotic car and by using various type of code they were able to, or at least tried to, manoeuvre the car around an obstacle course.



Local History Hubs

Local History Hub work continued throughout the year. In April and May initial meetings were held at the hub libraries, with additional smaller meetings and Zoom meetings also undertaken. These meetings created the foundation upon which the hubs would be built. These initial meetings attracted around 41 attendees (12 people attended the two meetings that were held in the previous financial year). The number of people who expressed interest in being part of the hubs grew throughout the year and now stands at around 85. However, it should be noted that in the majority of cases these people represent community groups.

Our Public Programmes

GLASS Exhibition and Events Programme at Perth Art Gallery

Our premiere exhibition at Perth Art Gallery this year was *GLASS*, a striking and colourful celebration of our world-class glass collections (most of which are not on permanent display), and our region's proud history as a centre for glassware production and craftsmanship. The exhibition highlighted legendary local makers such as Monart and Perthshire Paperweights, unique contemporary art pieces, and rare examples from the earliest days of glassmaking in Syria 2000 years ago. *GLASS* ran from 4 April 2025 to 2 February 2026 and brought in more than 4200 visitors, generating nearly £14,000 in ticket sales for the charity. The exhibition also attracted good press coverage from STV News, The National, and a two-page glossy spread in Scottish Field Magazine.

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Image credit: Sally Jubb

The events programme running alongside the exhibition was also highly successful, inviting a broad range of audiences to explore the creative possibilities of glass whilst generating additional income. Ticket sales totalled approx. £1,800, with 60% of all available tickets sold, reflecting good demand across the programme.

A key feature of this programme was the inclusion of creative, hands-on workshops. The programme balanced family friendly activities, such as the popular Easter and Halloween-stained glass crafting sessions, with a range of adult-focused workshops. The adult workshops were particularly successful with our fused glass and mosaic workshops selling out quickly and highlighting a strong public demand for practical and experiential events.

Unicorn (Ekasringa) by Chila Burman

In September we added an exciting new light sculpture to the permanent displays at Perth Art Gallery, *Unicorn (Ekasringa)*, by the artist Chila Burman, who is internationally renowned for creating irreverent pop and punk inspired works which draw on aspects of her Punjabi and British heritage. In *Unicorn (Ekasringa)*, Chila has transformed a light structure previously used in Perth and Kinross Council's festive light trail, with her vivid neon style and geometric design into a colourful symbol of magic and freedom.

Chila's Unicorn draws lots of attention on social media as it provides an Instagram moment for tourists, and it has proved delightful to visitors of all ages who return time and again to see.

Millais in Perthshire Permanent Display

In 2025, we secured the long-term loan of a private collection of rarely seen artworks and personal belongings of the celebrated Victorian painter John Everett Millais and his Perth-born wife, Effie Gray.

Millais and Effie's great-grandson, Sir Geoffroy Millais, generously lent CPK his collection of over 300 objects that had remained unseen for over 30 years. The unique collection offers an intimate window into the personal and artistic lives of one of Britain's most culturally significant couples.



Photo: participant from mosaic making workshop



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In July 2025, we opened the exhibition, *Millais in Perthshire*, at Perth Art Gallery featuring more than 25 highlight objects from Sir Geoffroy Millais' collection. This marked the first time any of these items had been shown to the public in Scotland.

Work has been continuing behind the scenes to fully catalogue the collection making it accessible for researchers, and the team have already started planning a large exhibition of Millais work celebrating the bicentenary of his birth in 2029.

Macbeth Exhibition

Perth Museum's summer exhibition *Macbeth* ran from 25 April to 31 August 2025 and was a huge success. Celebrating and exploring the Perthshire connections behind this most famous Scottish name, the show was conceived, designed and produced completely in-house and explored the real medieval king as well as the impact of the Shakespeare play that made him famous.

The exhibition featured objects from our own collection as well as world-class loans including an original Shakespeare's First Folio from National Library of Scotland, a never-before-displayed medieval sword from the time of the real King Macbeth, Michael Fassbender and Marion Cotillard's original costumes and props from the 2015 StudioCanal film *Macbeth*, and even Macbeth-themed whisky bottles with original label designs by Sir Quentin Blake, courtesy of Livingstone Rare.

Macbeth welcomed more than 6000 visitors and earned nearly £33,000 in ticket sales for the charity, making it our best-selling exhibition to date.



Our associated events programme also performed strongly with approximately 470 attendees across all ticketed events (66% of available tickets), indicating good demand, effective audience reach and contributing more than £4,500 in additional sales. Audience satisfaction was particularly high. Of those surveyed, 96% of respondents reported that they were either "very satisfied" or "satisfied".

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Several events stood out as highlights of the programme. Both the *In Conversation with the Witches of Scotland* and *The Spirit of Macbeth* whisky tasting were sell outs. The success of these not only demonstrated their strong popularity but also the value of partnerships. With both the Witches of Scotland and Livingstone Rare, who facilitated the whisky tasting, as well as contributing objects for the exhibition, this strengthened the connection between the events and the wider show.

Feedback from the whisky tasting was overwhelmingly positive, with one attendee commenting, *"All in all, a brilliant evening and worth the journey up from Greater Manchester. It has inspired us to book a week's holiday in the Perth area next May! So we will be back!"* This response shows the impact of the programme beyond the event and exhibition themselves.

Another key highlight was the *Myths, Magic and Monarchy* 'museum late' event, which attracted over 100 attendees after hours. Audiences enjoyed a dynamic programme of curated talks, demonstrations, dancing and theatrical elements, with the event successfully transforming the museum into an immersive and engaging experience.



Photo: The Spirit of Macbeth whisky tasting evening

Overall, the exhibition programme delivered strong attendance, excellent satisfaction levels and memorable experiences.

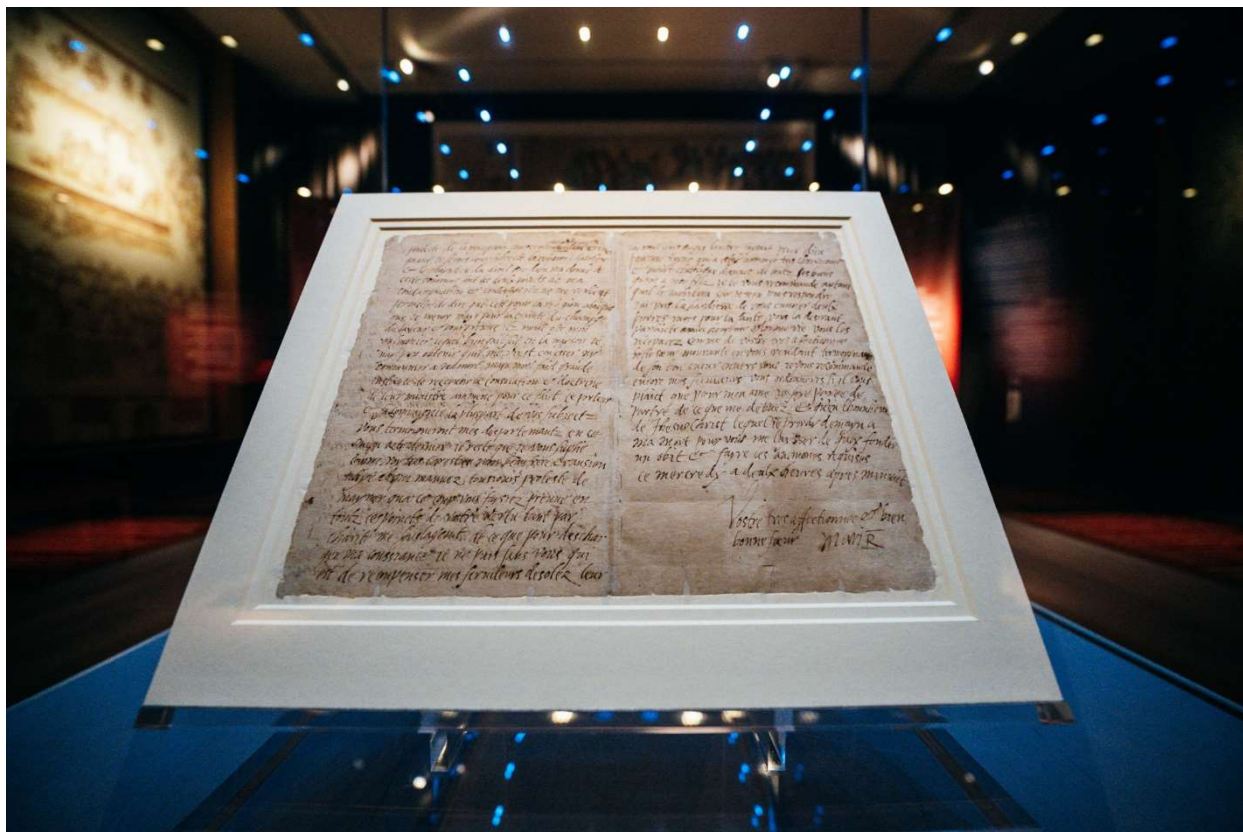
Folk Horror at the Library

The aims of this project were to engage new and existing audiences with the genre of Folk Horror, which is still a rather niche subject, although with a growing following and relevance to our current environmental crisis. Addressing environmental issues through literature (scientific, nature writing, poetry, etc.), through the often-overlooked genre of dark, often unsettling depiction of bleak landscapes, old traditions and spooky places, which can be called gothic, or folk horror fiction. A series of events was planned in November 2025 that engaged a new audience for the Library and allowed them to explore the environment, folklore, ancient traditions and literature. It also allowed people to understand that nature and the environment are brutal elemental forces that are not always harmonious. 4 events were held with 63 participants. *"A woman who attended the online event while in London came in today. She wanted copies of the walking guides and said that it was the festival that had made her take notice of the AK Bell Library. She's just moved to Perth, and she will be back to join the library. I pointed out all the great new weird tales' books you bought in. She's delighted."*

The Last Letter and Legacy of Mary, Queen of Scots

CPK was honoured to display the last letter written by Mary, Queen of Scots at Perth Museum for a 3-month period between January and April 2026, as part of a unique partnership with the National Library of Scotland's *OUTWITH* centenary programme. Written in the early hours of 8 February 1587, just hours before her execution at Fotheringhay Castle, the letter is proudly displayed within a wider immersive experience exploring Mary's life, her links to Perth and Kinross, and her poignant final hours; including a new Scots language translation of the letter specially commissioned for the exhibition, and original embroidery works from Perth Embroiderer's Guild. Owing to the letter's fragility and historical significance, it rarely leaves the secure vaults of National Library of Scotland in Edinburgh.

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The letter in situ at Perth Museum

Our display at Perth Museum marks the longest period the letter has been on public view in more than 20 years, and is believed to be the first time it has been north of the Central Belt; a testament to Mary's connections to Perth and Kinross and the world-class display and security standards at Perth Museum. To complement this once-in-a-generation opportunity, we also delivered a companion exhibition at AK Bell Library exploring Mary's legacy and lasting cultural impact, featuring original manuscripts of Robert Burns' 1791 poem *Lament of Mary, Queen of Scots* and Liz Lochhead's iconic 1987 play *Mary Queen of Scots Got Her Head Chopped Off*, also on loan from the National Library.

The dual exhibitions have already welcomed nearly 23,000 visitors in total, including more than 21,000 to the Letter display alone, and are on track to achieve 30,000 visitors in total by the closing date of 26 April. This is likely to be the most people who have ever seen Mary's last letter since she wrote it almost 450 years ago. The display has attracted national and international press attention for Perth, including extensive coverage on BBC News, ITV, the Washington Post and the Smithsonian Magazine.

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Liz Lochhead previewing the AK Bell display featuring her manuscripts

Through generous support from the Evelyn Ferris Mudie Trust and The Gannochy Trust, we also delivered a rich engagement programme around the Letter; including visits from 15 schools from across Tayside, 9 of which received a bursary for free coach travel, and a range of events and activities at both the Museum and AK Bell to help people of all ages to dive deeper into Mary's story.

One visitor said: *"It was a very moving experience...the curation was magnificent and the whole experience will stay with me for a long time...we are so lucky to have had the opportunity to see such a special letter."*

Lament & Legacy

To tie in with the Legacy aspect of the National Library of Scotland's Outwith programme, the Local History Officer worked with Perth Burns Club, and Plaidsong, a local duo who play traditional Scottish music. The result was a talk by Perth Burns Club member, Donald Paton, about Burns' journey through Perthshire, interspersed with Burns music from Plaidsong. This was followed by an exhibition of objects and documents from the Perth Burns Club and Local & Family History, and a visit to the Legacy exhibition on the 1st floor of the AK Bell.

Nicky Small, a member of Plaidsong noted *'as musicians we enjoyed the opportunity to collaborate with the local Burns Club and Donald to share in a really unique event which brought the story of Burns in Perthshire to life. The event was well received with a knowledgeable and appreciative audience'*.

Stone Symposium



The long-planned symposium/conference about the Stone of Scone/Destiny, went ahead on 14 March 2026. Jointly presented with Historic Environment Scotland, the day was an opportunity to hear from leading archaeological and historical speakers including Prof. Gordon Noble, Prof. Stephen Driscoll, Prof. Alexandra Sanmark, Dr Lucy Dean, Dr Daivit Broun, Dr Aurelie Turmel and Colin Muir, with plenty of engaging questions from the audience was capped off with an evening reception at the Museum to give delegates a chance to see the Stone.

Fellowship of the Stone

Since the opening of the new Museum, we have been supporting and contributing to the work of Prof Sally Foster, University of Stirling, in exploring the contemporary meanings of the Stone.

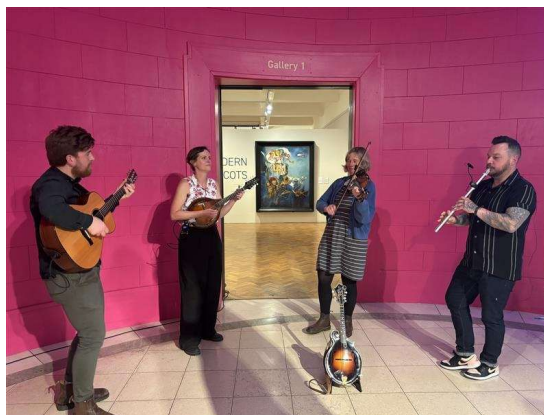
Trustees' Report

The current phase of that is the creation of 'The Fellowship of the Stone', developing a conversation with the many people who hold fragments of the Stone, mainly linked to the work of Bertie Gray and the 1950 borrowing of the Stone. The first meeting was held in Feb. 2026, at Stirling University. The priority is to capture the stories of the fragments and their keepers with consideration being given to the potential of a future exhibition at the Museum exploring these.

Other programming

In addition to exhibitions, our 2025/26 programme also continued to engage audiences around our permanent collections. We strengthened our partnership with UHI Perth with the continuation of our collaborative lecture series. With the partnership more solidified this year, we worked together with the marketing team at UHI to support promotion and broaden our reach which resulted in increased audience numbers. Our programme of walking tours across Perth remained successful and was consistent in attracting both locals and visitors alike.

We also delivered a collaborative event with Perthshire Festival of the Arts in May, commissioning new poetry inspired by our art collections and presenting it to a public audience. The event featured live performances from musicians alongside the poets who brought their commissioned pieces to life through readings, including some in Gaelic and Spanish as well. It introduced audiences to new interpretations of our collections through both music and the spoken word.



In total, the Events Team delivered 73 public events throughout the year, engaging approximately 1500 attendees, across both ticketed and drop-in activities, and generating £13,000 in income.

Developing our Organisation

Art Fund Museum of the Year 2025 Nomination

After months of planning and a rigorous application and interview process, we were honoured to reveal that Perth Museum was shortlisted for the prestigious Art Fund Museum of the Year in April 2025, the world's biggest museum prize. We were the only Scottish institution to make the 2025 shortlist, an incredible achievement for a relatively small museum in a rural area. During the two-month shortlist campaign period, our team worked with Art Fund's extensive resources, networks, and advocacy expertise to promote the Museum through national press, influencers and high-quality social media campaigns. We also hosted a special judges' visit at the Museum to help them make their final decision, a fantastic opportunity to involve dozens of staff, volunteers, contractors, stakeholders, and even a local school in showcasing what makes Perth Museum special.

The winner was announced at a ceremony in Liverpool broadcast live on BBC's The One Show. Although we lost out on the grand prize to Beamish Museum, just being nominated was a huge win for us and we have seen lasting benefits from the shortlist campaign in terms of press coverage, footfall, upskilling of staff, and our relationship with Art Fund. We continue to use our Museum of the Year Finalist logo on marketing materials with pride. We also benefitted from the £15,000 runner-up prize, which we have dedicated towards staff training and professional development.

Bloomberg App Launch for Perth Museum

Following some preliminary work in 2024, in Spring 2025 work commenced on the training in the Bloomberg App (with support from Art Fund). This was spread over three months and during that time we commenced the creation of Perth Museum's presence on the Bloomberg App. We opted for a digital tour encompassing 36 highlight objects spread across the permanent galleries. This was backed up by a general page on the Museum, a guide to recent exhibitions, an introduction to the Stone of Destiny and news of future events. The Tour was recorded in-house and soft launched in the Autumn of 2025. During the period between the soft and hard launches we also recorded a version of the Museum's Audio-Description tour. Both tours and the whole Museum site on Bloomberg went live in January 2026. When the App was finished and ready to go live, we received the following feedback from Art Fund UK: *"Thank you so much for all the hard work you've put in, the patience you've had with the process and for sticking with it. You've done amazingly through the edits, and you've created a really robust guide. I'm so, so proud of all the work you've put in, and I'll forever be telling everyone how amazing it is".*

Conservation Activity

Across the year we condition checked 227 objects, undertook remedial conservation and cleaning on 67, and repacked 574 items.

Trustees' Report

Culture Perth & Kinross was awarded £13,000 by the Pilgrim Trust for the Fine Arts Project – a pathway to resilience. The project is led by the Conservation Officer and focusses on reglazing the Old Master paintings on display in the Sculpture Court at Perth Art Gallery with low-reflective glazing. The project began in February 2025, carried on throughout the year, and will be concluded in Autumn 2026. It supported a three-month Icon internship during the summer of 2025 and enabled us to cooperate with the Kelvin Centre for Conservation and Cultural Heritage Research at the University of Glasgow, allowing for technical investigations of a number of paintings. When one of the paintings was found to be in a poor condition, this led to another successful funding application for remedial treatment, for which Culture Perth & Kinross was awarded £1,600 by the Idlewild Trust. Miriam Parry, Icon intern wrote in her final report: *"I have had the best time at Perth during my internship. This internship has reignited my passion for paintings conservation and inspired me to continue to pursue a career in the sector."* To date, nine paintings have been reglazed, with three in progress and a further four awaiting work.

'Landscape with a horse and figure' before and after reglazing

Collections Development

We made several new acquisitions to the collection this year including a collection of items made and owned by the Travelling community. The collection includes a hand barrow used by John Townsley to move between camps, handmade wooden flowers, a horse bridle and many personal items. Following the liquidation of Air Service Training (Engineering) Ltd based at Scone Airfield, we received signs, banners and promotional items associated with this training organisation including a set of national flags that were displayed on the hangar wall and signed by overseas students studying in Perth. A further gift was a copy of A Book of Scotland, signed by the four Scottish students who removed the Stone of Destiny from Westminster Abbey on Christmas Day 1950.



Following a major fire, we acquired the time capsule from the Northern District (Balhousie) School, which was placed near to the entrance of the school in November 1908. Additions to the photography collection were a photo album featuring Alexander Blaikie's cycle shop and museum which traded in Blairgowrie in the 1930s and a photograph by Augustus Kilham, c.1860, of the Falls of Acharn, purchased with the support of a private donor.

Archaeological additions included metal-detector finds and those generated through fieldwork and excavation in accordance with Scottish Treasure Trove Law. They included a Medieval finger ring from Wester Balgeddie, an Iron Age bull's head shaped bucket handle mount from Blairgowrie and excavation assemblages from the Iron Age Hillforts at Mordun Top, Castle Law and Moncreiffe Hill. An important find from Moredun top is a unique bird-headed pin of national importance.

Other important donations included a ceremonial wheelbarrow and spade used to cut the first sod of turf for the building of the railway to Blairgowrie from Coupar Angus in 1853, and the bequest of a collection of 18th Century Scottish provincial silver by Perth makers from a collector in Canada.

Collection Documentation, Management & Access

Across the year we accessioned 183 newly acquired single or groups of objects, added 426 object records and edited 15,744 records in our Collection Management System and digitised 14,464 images in our photographic collections. Nearly all this work was undertaken by our small team of dedicated collection volunteers.

In preparation for a Museums Accreditation Application for Perth Museum we completed the update and revision of our Collections Management Framework policies, plans and procedures including the Museum Collection Development Policy.

The Collections Team responded to 492 collections related enquiries and hosted 73 visits by researchers to the collection. *"... our very big thanks for arranging Lachlan's visit... Lachlan (and the rest of us) thoroughly enjoyed it. You have further opened Lachlan's imagination and deepened his love of all things archeology, palaeontology and geology!"*

Trustees' Report

Loans Out

We continue to support requests for loan of items from our collections for display in exhibitions by other museums and galleries. During the year we had paintings loaned out for display in the exhibitions; The Scottish Colourists: Radical Perspectives at Dovecot Studios, Edinburgh, Bet Low- An Island on your Doorstep at Pier Arts Centre, Orkney and Robert MacBryde and Robert Colquhoun: Artists, Lovers, Outsiders at the Charleston at Lewes, Sussex.

Gaelic Development

Through partnership working with the Gaelic Development Officer for Perth and Kinross Council, we aimed to increase access to and develop new audience for our collections. Culture Perth and Kinross increased Gaelic language acquisitions by 149% on the previous year and saw an increase of 70% in Gaelic language borrowing. Using existing networks, the Gaelic Development Officer shared information about the library resources and how to best access them, organised a drop in to launch the new stock and will host a new Gaelic Conversational Class at the AK Bell Library.



Improved digital access. We have upgraded the method of customer authentication with our e-library suppliers, utilising the latest Library Communication Framework (LCF) protocol, which allows more flexibility for future development and a more secure method of access for customers.

Reducing wastage. We introduced a new print management process for our existing public PCs in January 2026 to reduce the amount of paper/toner wastage. Now only printouts that have been paid for in advance will be produced on request. It is anticipated that this will reduce wastage by approximately 7,500 pages per year (based on the number of printouts produced since January 2026).

Software licence cost savings. We have introduced a more robust process for checking our staff Microsoft user licences, which should result in approximately a £15k saving, with 20 licences identified as no longer required this year, following a recent review involving our Digital Services and Staff Admin/HR support teams.

Windows 11 upgrade. We have upgraded all our staff PCs and Laptops to Windows 11 this year and have achieved an approximate saving of £8,700 by using existing laptops and docking stations to minimise the costs of replacement equipment: 28 x existing laptops re-used with HP USB-C Docking cubes. The cost of 28 x PCs would have been approximately £11,200 minus the cost of 28 docking stations (£2,500) = £8,700 saving overall.

Library Catalogue improvements. Following a request from library staff, we removed a large number of old withdrawn/damaged items of stock from the library catalogue in July 2025 to help staff find titles for customers, with a total of 26,144 items removed.

Fundraising

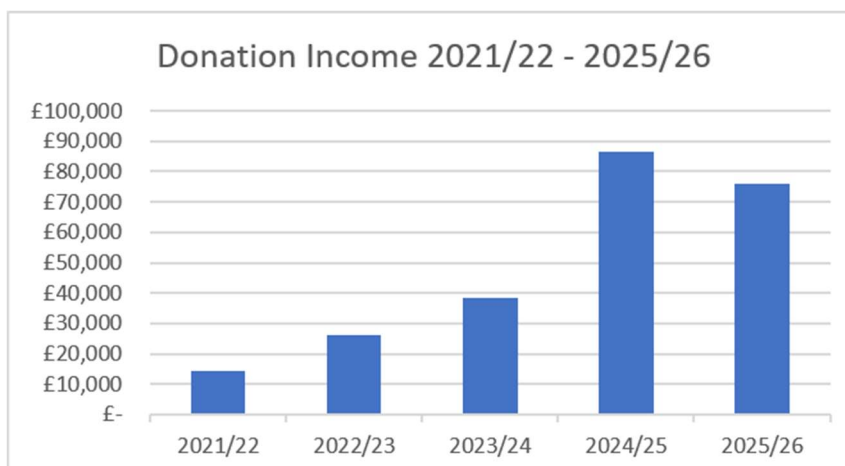
Source / Project	Grant Received
Scottish Book Trust – Book Week Funding	£900
Gannochy Trust – Heritage Pathways Programme	£57,104
Perth & Kinross Council – Cost of Living Community Fund	£2,068
National Museums Scotland – Acquisition Fund	£962

Trustees' Report

Source / Project	Grant Received
Scottish Library & Information Council – Lend & Mend	£6,500
Perth & Kinross Council - UNESCO City of Craft	£46,891
Pilgrim Trust – Fine Art reglazing	£9,302
Evelyn Ferris Mudie Trust – Mary, Queen of Scots exhibition	£50,000
Art Fund Museum of the Year – Finalist prize	£15,000
Caroline Spragge's Estate – Legacy donation for Blairgowrie library	£2,000
National Galleries Scotland – Mini Wonders	£11,211
National Library of Scotland – Mary, Queen of Scots Ouwith partnership	£19,300
Idlewild Trust Conservation – Painting conservation	£1,600
National Lottery Community Fund – Youth Collective	£16,321
Perth & Kinross Council – Make Room	£20,800
Perth & Kinross Council – Board Games Club group	£400
Perth & Kinross Council Fairer Communities – Scone Lend & Mend	£300
Gannochy Trust – Early Years & Heritage Pathways	£42,000
Aviva – Sponsorship for Scottish Colourists exhibition	£4,000
J D Fergusson Foundation – Collections assistant	£9,148
Perth & Kinross Council – Paintings for 2 High Street	£2,000
Perth & Kinross Council – Promotion of city centre & Vennels exhibition	£14,263
Crockart Foundation	£76,000
Living Community Participation Fund	£134
Seed Library	£971
Archives Revealed	£3,990
Fothergill Trust	£18,600
Evelyn Ferris Mudie Trust – Mary Queen of Scots	£7,500

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

Route	2021/22	2022/23	2023/24	2024/25	2025/26
General Donations (Boxes)	£10,224	£15,341	£11,995	£31,711	£31,917
Contactless Donations	£2,273	£4,808	£1,629	£17,475	£17,590
Enthuse Platform	£727	£845	£13,992	£20,923	£21,799
Staff fundraising activities	£572	£1,072	£2,939	-	£1,857
Gift Aid	£130	£178	£1,929	£12,804	£806
One off donation from individuals	-	£2,950	£5,773	£3,467	£1,953
Other	£226	£1,004	£155	£19	-
TOTAL	£14,152	£26,198	£38,412	£86,399	£75,922



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

Venue hire continued to see steady growth, up by 42% over the year. Whilst the ongoing rental of space to Barclays remains a significant contributor, overall demand for our spaces remains strong across a diverse client base. The year also marked the introduction of a revised out-of-hours offer at Perth Art Gallery with a view to exclusive use, it is aimed at the corporate market with a catering package aligned in offer and pricing with Perth Museum. Initial bookings under this new model generated £3,700 in venue income (excl catering) compared with £1,843 under the previous charging structure, demonstrating clear potential for a noticeable increase in income as the offer is further embedded, across both the art gallery and museum, in the coming year. Encouragingly, we have also welcomed back a number of returning clients, reflecting the strength of our relationships and the value of a consistent and quality service. In addition, 2025/26 saw an increase in requests at AK Bell Library, particularly for multi-day training courses, further highlighting the growing appeal and versatility of our venues

FINANCIAL YEAR	VENUE HIRE	CATERING	TOTAL INCOME
2023/24	£38,323	£17,226	£55,549
2024/25	£67,904	£21,210	£89,114
2025/26	£96,555	£17,876	£114,431

Retail

We continued to develop our retail offer this year at both Perth Art Gallery and Perth Museum. In both locations we have developed a customer base of local residents as well as interest from Museum visitors. We have been focusing on merchandising and developing the range of products we hold and this year sold more than 29,000 items increasing our spend per visit at Perth Museum from 48p in 2024/25 to 84p in 2025/26, an increase of 75%. We also increased our average transaction value from £5.00 to £11.86, an increase of 137%. We currently have a gross profit margin across all our retail sites of 48%.

Café

Our Café at Perth Museum is also popular with locals and visitors. The focus this year has been on managing costs and increasing spend per transactions. This year we had more than 87,000 covers with an average spend each of £5.87 and increase of 56% on the previous year (£3.87). We sold more than 127,000 items and have gross profit margin of 68%.

Travel Trade

Travel Trade continues to be a key target for our promotional activity with our second year at Scotland Connect, Visit Scotland's major tourism expo taking place in April 2025. Visit Scotland are a key and proactive partner, supported by officers from Perth and Kinross Council who deliver the Perth and Kinross Tourism Strategy. Into the second year we continued to promote a core product, offering group highlight tours of the Museum and the opportunity for more bespoke, curator led tours, selling for a higher premium. From April 2025-March 2026 we've had 62 Travel Trade groups and 47 prebooked Private Groups, these have been a mix of Travel Trade organisations local groups/societies, cultural organisations, and private groups larger than 10 pax. Tour groups have booked a mix of Stone Room Experience tickets, tours (Highlight and Curator) and Café reservations.

Paid tours have achieved a revenue of £3,046 including VAT and Café booking with food pre order through Travel Trade has achieved £2,557 including VAT.

We continue to develop both our contact and travel trade product. Work during the latter part of 2025 has resulted in 30 Travel Trade bookings for 2026 secured. As we establish relationships with tour operators, many have requested assets and information for their websites as they promote the Museum and the City of Perth on their websites. We regularly host FAM (familiarisation visits) for travel operators and hosted groups from Visit Scotland Connect in 2025 and the Coach Tourism Association

We continue to ensure a presence at Visit Scotland Connect, for 2026 promoting the Museum, Art Gallery, Events and Venue hire. A review of our Travel Trade offering has led to updated Travel Trade rates for 2026 and a rejuvenated product offering for the Museum and the Art Gallery moving into 2027.

The Year Ahead

With a refreshed organisational strategy and strategic operating plan for the year ahead now in place the organisation has a clear focus for the development and delivery of services in the months ahead.

Our public programme, including our *The Scottish Colourists Revealed* exhibition at Perth Art Gallery and our *Vennels: Perth's Little Streets* exhibition opening at Perth Museum in May, in partnership with Perth's UNESCO City of Craft and

Trustees' Report

Folk Art designation. We will also be working with the UNESCO designation to support their launch of the Make Room Project which will be a creative incubator space within Perth city centre and the continued deliver of their 2 Miles Square project.

We will continue to work closely with Perth and Kinross Council on the review of Library Services and to secure a long-term sustainable model of service provision. Also within our library services we will be launch two new Mobile Library vehicles, replacing the current fleet which is now old and inefficient. The new vehicles will carry a greater range of stock with a continued focus on delivering services to remote and rural communities across the region.

Our Youth Collective was successful in securing a further three years of funding through Young Start, allowing members to continue developing ambitious youth-led projects across Culture Perth and Kinross, with the focus being on the library hubs in rural areas.

We will continue to review, revise and develop the strategies and policies which will support the development of our organisation including a new Commercial Strategy, a refreshed Digital Strategy, a review of Marketing activity and the implementation of a new Fundraising Strategy.

One of our most complex upcoming projects will be the reorganisation and move of collections storage which will finally release the former Fergusson Gallery building back to the Council and will support the continued accessibility, conservation and care of the collections for which we are stewards on behalf of the people of Perth and Kinross.

Financial Review

The Group's financial results for the year 1st April 2025 to 31st March 2026 are shown on pages **27 to 33**.

Total Incoming group resources for the year were **£5.6 million** including restricted fund income of £439k.

Costs Incurred of **£5.61 million** has resulted in a deficit of **£4k**, prior to accounting for the defined benefit pension scheme, and transfers between funds. The loss on unrestricted, undesignated funds for the year was £6k. The charity spent £45k of designated funds in the year to support costs of organisational change & fundraising, leaving a designated fund balance at the year-end of £13k. Group net assets as of 31 March 2026 were £571k (2025 – £575k). Unrestricted, undesignated funds at the year-end were £53k.

The restricted funds, of £504k 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 24 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 operating profit for the year 1st April 2025 to 31st March 2026 was **£47k before tax** and there have been donations of £42k to the parent company.

Sources of Finance

Core funding is provided through a service level agreement with Perth and Kinross Council. This provides 80% of operating Income in 25/26 for the group with other funds coming from trading activity, ticket sale income and donations. Grant funding of £362k 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 £532k of which £856k is held in cash at bank and in hand as of 31st March 2026. £828k 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.

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.

Trustees' Report

Reserves Policy

Maintaining a level of reserves helps to meet unexpected events, and to provide funds for planning and development of cultural services. In 2026/27 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 2026 are £571k, however £505k 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 2027. 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 nominate 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.

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.

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 reviewed in 2026.

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

Trustees' Report

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 Trustees' 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; 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, 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 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 2/10/26..... and signed on its behalf by:


.....
S A MacKenzie

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)

Councillor A J Parrott
W J H Elles (resigned 5 December 2025)
J D C Findlay
O R Reeves (appointed 19 February 2026)
L Rhodes (appointed 3 February 2026)
Bailie C J Ahern
S Dawe
Councillor S Donaldson
C W H Hay (resigned 5 December 2025)
A Khan
R King (resigned 1 December 2025)
K M Thomson
P Young (appointed 3 February 2026)
S A Mackenzie (appointed 16 December 2025)
A Muirhead (resigned 30 July 2026)

Auditors

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

Solicitors

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

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 Museums and Collections
Kenny McWilliam	Head of Operations and Support Services
Ashleigh Hibbins	Head of Audiences and Engagement

Opinion

We have audited the financial statements of Culture Perth and Kinross Limited (the 'parent charitable company') for the year ended 31 March 2026 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 2026 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;
- 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 trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the Trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Group and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the Trustees' report.

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

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

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes 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 charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below

- 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; or
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- 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 charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services

**Sally Cheeney (Senior Statutory Auditor)
for and on behalf of Azets Audit Services**

Azets Audit Services is eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006
5 Whitefriars Crescent
Perth
PH2 0PA

Date: 7 October..... 2026

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 2026**

		Unrestricted	Pension	Restricted	Total	Unrestricted	Pension	Restricted	Total
		funds	reserve	funds		funds	reserve	funds	
		2026	2026	2026	2026	2025	2025	2025	2025
Notes		£	£	£	£	£	£	£	£
<u>Income and endowments from:</u>									
Donations and legacies	3	75,922	-	437,967	513,889	87,442	-	452,807	540,249
Charitable activities	4	4,019,959	-	1,298	4,021,257	4,025,376	-	1,345	4,026,721
Other trading activities	5	750,108	-	-	750,108	745,957	-	-	745,957
Investments	6	37,602	-	-	37,602	52,564	-	-	52,564
Other income	7	281,944	-	-	281,944	168,570	-	-	168,570
Total income		<u>5,165,535</u>	<u>-</u>	<u>439,265</u>	<u>5,604,800</u>	<u>5,079,909</u>	<u>-</u>	<u>454,152</u>	<u>5,534,061</u>
<u>Expenditure on:</u>									
Raising funds	8	705,570	-	-	705,570	749,021	-	-	749,021
Charitable activities	9	4,479,608	579,000	423,497	5,482,105	4,801,628	740,000	554,131	6,095,759
Total		<u>5,185,178</u>	<u>579,000</u>	<u>423,497</u>	<u>6,187,675</u>	<u>5,550,649</u>	<u>740,000</u>	<u>554,131</u>	<u>6,844,780</u>
Net expenditure		<u>(19,643)</u>	<u>(579,000)</u>	<u>15,768</u>	<u>(582,875)</u>	<u>(470,740)</u>	<u>(740,000)</u>	<u>(99,979)</u>	<u>(1,310,719)</u>
Other financial costs	11	-	11,000	-	11,000	-	13,000	-	13,000
Gain on defined benefit pension scheme		-	2,999,000	-	2,999,000	-	2,722,000	-	2,722,000
Restriction on asset ceiling		-	(2,431,000)	-	(2,431,000)	-	(1,995,000)	-	(1,995,000)
Transfers between funds	13	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(233,464)</u>	<u>-</u>	<u>233,464</u>	<u>-</u>
Net movement in funds carried forward		<u>(19,643)</u>	<u>-</u>	<u>15,768</u>	<u>(3,875)</u>	<u>(704,204)</u>	<u>-</u>	<u>133,485</u>	<u>(570,719)</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 2026 (continued)**

	Unrestricted funds 2026 Notes	Pension reserve 2026	Restricted funds 2026	Total 2026	Unrestricted funds 2025	Pension reserve 2025	Restricted funds 2025	Total 2025
	£	£	£	£	£	£	£	£
Net movement in funds brought forward	(19,643)	-	15,768	(3,875)	(704,204)	-	133,485	(570,719)
Fund balances at 1 April 2025	86,212	-	489,133	575,345	790,416	-	355,648	1,146,064
Fund balances at 31 March 2026	<u>66,569</u>	<u>-</u>	<u>504,901</u>	<u>571,470</u>	<u>86,212</u>	<u>-</u>	<u>489,133</u>	<u>575,345</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 2026**

		Unrestricted funds 2026 £	Pension reserve 2026 £	Restricted funds 2026 £	Total 2026 £	Unrestricted funds 2025 £	Pension reserve 2025 £	Restricted funds 2025 £	Total 2025 £
	Notes								
<u>Income and endowments from:</u>									
Donations and legacies	3	118,011	-	437,967	555,978	87,442	-	452,807	540,249
Charitable activities	4	4,019,959	-	1,298	4,021,257	4,025,376	-	1,345	4,026,721
Investments	6	35,818	-	-	35,818	50,576	-	-	50,576
Other income	7	281,084	-	-	281,084	167,931	-	-	167,931
Total income		4,454,872	-	439,265	4,894,137	4,331,325	-	454,152	4,785,477
<u>Expenditure on:</u>									
Charitable activities	9	4,479,608	579,000	423,497	5,482,105	4,801,628	740,000	554,131	6,095,759
Total		4,479,608	579,000	423,497	5,482,105	4,801,628	740,000	554,131	6,095,759
Net expenditure		(24,736)	(579,000)	15,768	(587,968)	(470,303)	(740,000)	(99,979)	(1,310,282)
Other financial costs	11	-	11,000	-	11,000	-	13,000	-	13,000
Gain on defined benefit pension scheme		-	2,999,000	-	2,999,000	-	2,722,000	-	2,722,000
Restriction on asset ceiling		-	(2,431,000)	-	(2,431,000)	-	(1,995,000)	-	(1,995,000)
Transfers between funds	13	-	-	-	-	(233,464)	-	233,464	-
Net movement in funds carried forward		(24,736)	-	15,768	(8,968)	(703,767)	-	133,485	(570,282)

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 2026 (continued)**

	Unrestricted funds 2026 £	Pension reserve 2026 £	Restricted funds 2026 £	Total 2026 £	Unrestricted funds 2025 £	Pension reserve 2025 £	Restricted funds 2025 £	Total 2025 £
Notes								
Net movement in funds brought forward						-		
	(24,736)	-	15,768	(8,968)	(703,767)		133,485	(570,282)
Fund balances at 1 April 2025	62,847	-	489,133	551,980	766,614	-	355,648	1,122,262
Fund balances at 31 March 2026	<u>38,111</u>	<u>-</u>	<u>504,901</u>	<u>543,012</u>	<u>62,847</u>	<u>-</u>	<u>489,133</u>	<u>551,980</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 2026**

	Notes	2026 £	£	2025 £	£
Fixed assets					
Tangible assets	18		39,024		78,181
Current assets					
Stock	19	91,764		78,561	
Debtors	20	246,208		275,982	
Cash at bank and in hand	21	856,649		722,376	
		1,194,621		1,076,919	
Creditors: amounts falling due within one year	22	(662,175)		(579,755)	
Net current assets			532,446		497,164
Total assets less current liabilities			571,470		575,345
Pension asset	23		-		-
Net assets			571,470		575,345
Income funds					
Restricted funds	24		504,901		489,133
Unrestricted funds	24		53,156		54,683
Designated funds	24		13,413		31,529
Pension reserve	24		-		-
			571,470		575,345

The financial statements were authorised for approval by the Trustees on 21/10/26


S A Mackenzie

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

**Company Statement of Financial Position
At 31 March 2026**

	Notes	2026 £	£	2025 £	£
Fixed assets					
Investments	17		1		1
Tangible assets	18		36,981		74,096
			36,982		74,097
Current assets					
Debtors	20	283,393		357,799	
Cash at bank and in hand	21	837,590		653,409	
		1,120,983		1,011,208	
Creditors: amounts falling due within one year	22	(614,953)		(533,325)	
Net current assets			506,030		477,883
Total assets less current liabilities			543,012		551,980
Pension asset	23				
Net assets			543,012		551,980
Income funds					
Restricted funds	24	504,901		489,133	
Unrestricted funds	24	24,698		31,318	
Designated funds	24	13,413		31,529	
Unrestricted funds	24	-		-	
		543,012		551,980	

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 2/10/26


S A MacKenzie

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

**Consolidated Statement of Cash Flows
for the Year Ended 31 March 2026**

	Notes	Group 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
Cash flows from operating activities:					
Net cash provided by operating activities	27	98,361	(370,630)	150,053	(345,806)
Cash flows from investing activities:					
Purchase of tangible fixed assets		(1,690)	(1,950)	(1,690)	(1,950)
Interest received		37,602	52,564	35,818	50,576
Change in cash and cash equivalents in the reporting period		134,273	(320,016)	184,181	(297,180)
Cash and cash equivalents at the beginning of the reporting period		722,376	1,042,392	653,409	950,589
Cash and cash equivalents at the end of the reporting period		856,649	722,376	837,590	653,409

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 2026/27 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.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Retirement Benefit

The assumptions underlying the calculation of retirement benefits are important and based on independent advice. Changes in these assumptions could have a material impact on the measurement of the Company's retirement benefit obligations. See note 23 for details.

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).

Notes to the Financial Statements - continued
for the Year Ended 31 March 2026

3. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds £	Restricted funds £	Total 2026 £	Unrestricted funds £	Restricted funds £	Total 2025 £
Group						
Grants receivable for core activities	75,922	437,967	513,889	87,442	452,807	540,249
	75,922	437,967	513,889	87,442	452,807	540,249

	Unrestricted funds £	Restricted funds £	Total 2026 £	Unrestricted funds £	Restricted funds £	Total 2025 £
Company						
Grants receivable for core activities	118,011	437,967	555,978	87,442	452,807	540,249
	118,011	437,967	555,978	87,442	452,807	540,249

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total 2026 £	Unrestricted funds £	Restricted funds £	Total 2025 £
Group and company						
Perth & Kinross Council service fees	3,925,116	-	3,925,116	3,919,116	-	3,919,116
Museums and galleries	72,789	621	73,410	84,851	1,321	86,172
Libraries and information	22,054	677	22,731	21,409	24	21,433
	4,019,959	1,298	4,021,257	4,025,376	1,345	4,026,721

5. INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total 2026 £	Unrestricted funds £	Restricted funds £	Total 2025 £
Group						
Café and trading activities	750,108	-	750,108	745,957	-	745,957
	750,108	-	750,108	745,957	-	745,957

Notes to the Financial Statements - continued
for the Year Ended 31 March 2026

6. INCOME FROM INVESTMENT

	Unrestricted Funds £	Restricted funds £	Total 2026 £	Unrestricted funds £	Restricted funds £	Total 2025 £
Group						
Bank interest	37,602	-	37,602	52,564	-	52,564
	37,602	-	37,602	52,564	-	52,564
Company						
Bank interest	35,818	-	35,818	50,576	-	50,576
	35,818	-	35,818	50,576	-	50,576

7. OTHER INCOME

	Unrestricted funds £	Restricted funds £	Total 2026 £	Unrestricted funds £	Restricted funds £	Total 2025 £
Group						
Other income	281,944	-	281,944	168,570	-	168,570
	281,944	-	281,944	168,570	-	168,570
Company						
Other income	281,084	-	281,084	167,931	-	167,931
	281,084	-	281,084	167,931	-	167,931

8. EXPENDITURE ON FUND RAISING ACTIVITIES

	Direct costs £	Support costs £	Governance costs £	Total 2026 £	Direct costs £	Support costs £	Governance costs £	Total 2025 £
Group								
Café and trading activities	705,570	-	-	705,570	749,021	-	-	749,021
	705,570	-	-	705,570	749,021	-	-	749,021

Notes to the Financial Statements - continued
for the Year Ended 31 March 2026

9. EXPENDITURE ON CHARITABLE ACTIVITIES

	Direct costs	Support costs	Governance costs	Total 2026	Direct costs	Support costs	Governance costs	Total 2025
	£	£	£	£	£	£	£	£
Group and company								
Museums and Galleries (including Arts development)	2,220,758	805,225	12,558	3,038,541	2,650,865	869,828	9,583	3,530,276
Libraries and information	1,644,379	785,568	13,617	2,443,564	1,709,204	842,544	13,735	2,565,483
	3,865,137	1,590,793	26,175	5,482,105	4,360,069	1,712,372	23,318	6,095,759
Analysis by Fund								
Unrestricted	4,479,608							
Pension	579,000							
Restricted	423,497							
	5,482,105							

10. SUPPORT COSTS ALLOCATED TO ACTIVITIES

	Museums and Galleries (including Arts development)	Libraries and information	Total 2026	Museums and Galleries (including Arts development)	Libraries and information	Total 2025
	£	£	£	£	£	£
Group and company						
Promotion, publicity and sales	63,741	44,084	107,825	82,027	54,743	136,770
Supplies and services	231,484	231,484	462,968	220,629	220,629	441,258
Support services	510,000	510,000	1,020,000	567,172	567,172	1,134,344
	805,225	785,568	1,590,793	869,828	842,544	1,712,372

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 COSTS

	2026 £	2025 £
Interest on pension scheme liabilities	(718,000)	(647,000)
Return on pension scheme assets	1,138,000	905,000
Interest impact of asset ceiling	(409,000)	(245,000)
	11,000	13,000

12. GOVERNANCE COSTS ALLOCATED TO ACTIVITIES

	Museums and Galleries (including Arts development) £	Libraries and information £	Total 2026 £	Museums and Galleries (including Arts development) £	Libraries and information £	Total 2025 £
Group and company						
Accountancy and audit fees	11,211	12,270	23,481	8,273	12,425	20,698
Other	1,347	1,347	2,694	1,310	1,310	2,620
	12,558	13,617	26,175	9,583	13,735	23,318

13. TRANSFER BETWEEN FUNDS

- (a) In the prior year, the sum of £284,063 was transferred from unrestricted general funds to restricted funds to cover the spend on cost of conservation work that wasn't covered by sponsorships received.
- (b) In the prior year, the sum of £83,817 was transferred from restricted funds to unrestricted general funds to amend incorrect allocations of amounts spent allocated to unrestricted general funds in prior years.
- (c) In the prior year, the sum of £33,218 has been transferred from unrestricted general funds to designated funds to cover the overspend on the designated funds.

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 £1,141 (2025: £298), incurred in connection with their duties as a trustee during the year.

15. EMPLOYEES

Number of employees

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

	Group 2026 number	Group 2025 number	Company 2026 number	Company 2025 number
Museums and Galleries (including Arts development)	40	47	40	47
Libraries and Information	122	138	122	138
Catering and Trading activities	22	14	-	-
	184	199	162	185

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

Museums and Galleries (including Arts development)	34	37	37	37
Libraries and Information	47	54	47	54
	81	91	81	91

Employment costs

	Group 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
Wages and salaries	2,798,147	3,166,257	2,798,147	3,166,257
Termination payments	-	35,218	-	35,218
Social security costs	363,981	308,005	363,981	308,005
Pension costs	472,211	534,631	472,211	534,631
	3,634,339	4,044,111	3,634,339	4,044,111

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2026**

15. EMPLOYEES

The key management personnel of the Group comprise the Chief Executive and the senior management team detailed on page 23. The employee benefits for key management, included within employment costs above, totalled £326,891 (2025 - £333,278).

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

	Group 2026 number	Group 2025 number	Company 2026 number	Company 2025 number
£70,000 - £79,999	1	1	1	1

16. NET MOVEMENT OF FUNDS

	Group 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
This is stated after charging:				
Depreciation on tangible fixed assets	40,847	58,481	38,805	56,434
Auditor's remuneration	29,581	26,788	23,481	20,698
Operating lease rentals	1,230	3,616	-	-

17. FIXED ASSET INVESTMENTS

	Unlisted investments £
Company	
At 31 March 2025 and 31 March 2026	1

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 2026 totalled £28,459 which comprised fixed assets of £2,043, current assets of £138,634, and liabilities of £112,218. Relevant financial information regarding Culture Perth and Kinross Trading Limited for the year ended 31 March 2026 is as follows:

	2026 £	2025 £
Turnover	750,108	745,957
Cost of sales	(253,405)	(270,762)
Gross profit	496,703	475,195
Administrative expenses	(453,186)	(477,776)
Other operating income	860	639
Interest receivable and similar income	1,784	1,988
Profit on ordinary activities before taxation	46,161	46
Tax on profit on ordinary activities	1,021	-
Profit for the financial period	47,182	46

A charitable donation of £42,089 was gifted to the parent company (2025: £nil).

Notes to the Financial Statements - continued
for the Year Ended 31 March 2026

18. TANGIBLE FIXED ASSETS

	Plant and machinery £	Total £
Group		
Cost		
At 1 April 2025	305,503	305,503
Additions	1,690	1,690
At 31 March 2026	307,193	307,193
Depreciation		
At 1 April 2025	227,322	227,322
Charge for year	40,847	40,847
At 31 March 2026	268,169	268,169
Net book value		
At 31 March 2026	39,024	39,024
At 31 March 2025	78,181	78,181
	Plant and machinery £	Total £
Company		
Cost		
At 1 April 2025	291,480	291,480
Additions	1,690	1,690
At 31 March 2026	293,170	293,170
Depreciation		
At 1 April 2025	217,384	217,384
Charge for year	38,805	38,805
At 31 March 2026	256,189	256,189
Net book value		
At 31 March 2026	36,981	36,981
At 31 March 2025	74,096	74,096

Notes to the Financial Statements - continued
for the Year Ended 31 March 2026

19. Stock

	Group 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
Stock	91,764	78,561	-	-
	<u>91,764</u>	<u>78,561</u>	<u>-</u>	<u>-</u>

20. DEBTORS

	Group 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
Trade debtors	76,400	150,478	70,209	136,489
Sundry debtors	169,808	125,504	148,188	116,789
Due by Group company	-	-	64,996	104,521
	<u>246,208</u>	<u>275,982</u>	<u>283,393</u>	<u>357,799</u>

21. CASH AND CASH EQUIVALENTS

	Group 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
Cash at bank and in hand	856,649	722,376	837,590	653,409
	<u>856,649</u>	<u>722,376</u>	<u>837,590</u>	<u>653,409</u>

22. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
Trade creditors	294,734	145,453	282,975	133,313
Taxes and social security costs	264,207	339,833	238,689	319,509
Other creditors	103,234	94,469	93,289	80,503
	<u>662,175</u>	<u>579,755</u>	<u>614,953</u>	<u>533,325</u>

23. 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 next actuarial valuation of the Fund will be carried out as at 31 March 2026 and will set contributions for the period from 1 April 2027 to 31 March 2030. 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 risk 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 2026**

The estimated asset allocation for Culture Perth and Kinross Limited as at 31 March 2026 is as follows:

Asset breakdown	31 Mar 2026		31 Mar 2025	
	£000s	%	£000s	%
Equities	16,580	75%	12,847	66%
Gilts	1,339	6%	1,234	6%
Other bonds	1,368	6%	1,274	7%
Property	2,212	10%	2,935	15%
Cash	598	3%	1,049	5%
Alternatives	13	0%	5	0%
Total	22,110	100%	19,344	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 2026 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 0.36%.

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

Financial assumptions	31 Mar 2026	31 Mar 2025	31 Mar 2024
	p.a.	p.a.	p.a.
Discount rate	6.15%	5.85%	4.90%
Pension increases (CPI)	2.85%	2.90%	2.90%
RPI inflation	3.25%	3.20%	3.25%
Salary increases	3.85%	3.90%	3.90%

These assumptions are set with reference to market conditions as at 31 March 2026.

We have allowed for actual ONS CPI inflation observed between March 2025 and March 2026. This is reflected in the Experience loss/(gain) on defined benefit obligation figures.

Our estimate of the Employer's past service liability duration is 17 years. This has been calculated based on the membership data provided for the most recent full valuation of Employer's liabilities at 31 March 2026. 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 2026

Balance sheet	As at	As at	As at
Net pension asset in the statement of financial position	31 Mar 2026	31 Mar 2025	31 Mar 2024
	£000s	£000s	£000s
Present value of the defined benefit obligation	12,686	12,351	13,189
Fair value of Fund assets (bid value)	22,110	19,344	18,187
Deficit / (Surplus)	(9,424)	(6,993)	(4,998)
Impact of asset ceiling	9,424	6,993	4,998
Unrecognised past service cost	-	-	-
Present value of unfunded obligation	-	-	-
Net defined benefit liability / (asset)	-	-	-

The amounts recognised in the profit and loss statement	Year to	Year to
	31 Mar 2026	31 Mar 2025
	£000s	£000s
Service cost	572	734
Net interest on the defined benefit liability / (asset)	(11)	(13)
Administration expenses	7	6
Total loss / (profit)	568	727

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 benefit liability) in other comprehensive income	Year to	Year to
	31 Mar 2026	31 Mar 2025
	£000s	£000s
Return on Fund assets in excess of interest	1,403	(305)
Other actuarial gains / (losses) on assets	-	-
Change in financial assumptions	747	2,186
Change in demographic assumptions	(74)	36
Experience gain / (loss) on defined benefit obligation	(34)	24
Changes in impact of asset ceiling	(2,022)	(1,750)
Remeasurement of the net assets / (defined benefit liability)	20	191

Investment expenses are included in return on Fund assets in excess of interest.

Reconciliation of opening & closing balances of the present value of the defined benefit obligation	Year to	Year to
	31 Mar 2026	31 Mar 2025
	£000s	£000s
Opening defined benefit obligation	12,351	13,189
Current service cost	502	734
Interest cost	718	647
Change in financial assumptions	(747)	(2,186)
Change in demographic assumptions	74	(36)
Experience loss/(gain) on defined benefit obligation	34	(24)
Liabilities assumed / (extinguished) on settlements	-	-
Estimated benefits paid net of transfers in	(497)	(179)
Past service costs, including curtailments	70	-
Contributions by Scheme participants and other employers	181	206
Unfunded pension payments	-	-
Closing defined benefit obligation	12,686	12,351

The experience loss/(gain) on the defined benefit obligation includes £34,000 in respect of the allowance for actual 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 2026**

Reconciliation of opening & closing balances of the fair value of Fund assets	Year to 31 Mar 2026 £000s	Year to 31 Mar 2025 £000s
Opening fair value of Fund assets	19,344	18,187
Interest on assets	1,138	905
Return on assets less interest	1,403	(305)
Other actuarial gains/(losses)	-	-
Administration expenses	(7)	(6)
Contributions by employer	548	536
Contributions by Scheme participants and other employers	181	206
Estimated benefits paid net of transfers in	(497)	(179)
Settlement prices received / (paid)	-	-
Closing fair value of Fund assets	22,110	19,344

Investment expenses are included in actual return on assets in excess of interest.

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	11,703	12,480	12,686	12,897	13,795
Projected service cost	402	448	461	473	528
Adjustment to long term salary increase	+0.5%	+0.1%	0.0%	-0.1%	-0.5%
Present value of total obligation	12,818	12,712	12,686	12,660	12,558
Projected service cost	461	461	461	461	461
Adjustment to pension increases and deferred revaluation	+0.5%	+0.1%	0.0%	-0.1%	-0.5%
Present value of total obligation	13,662	12,872	12,686	12,505	11,824
Projected service cost	529	474	461	448	400
Adjustment to life expectancy assumptions	+ 1 Year		None		- 1 Year
Present value of total obligation	12,993		12,686		12,386
Projected service cost	476		461		446

Projected pension expense	Year to 31 Mar 2027 £000s
Service cost	461
Net interest on the defined liability / (asset)	(14)
Administration expenses	7
Total loss / (profit)	454
Employer contributions	475

These projections are based on the assumptions as at 31 March 2026. The figures exclude the capitalised cost of any early retirements or augmentations which may occur after 31 March 2026.

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

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2026**

24. MOVEMENT IN FUNDS (GROUP AND COMPANY)

	Balance at 31 March 2024 £	Net movement in funds £	Transfers between funds £	Balance at 31 March 2025 £	Net movement in funds £	Transfers between funds £	Balance at 31 March 2026 £
Unrestricted funds							
General funds	645,545	(413,982)	(200,245)	31,318	(6,620)	-	24,698
Pension reserve	-	-	-	-	-	-	-
	645,545	(413,982)	(200,245)	31,318	(6,620)	-	24,698
Designated funds							
City Hall	6,050	-	(4,410)	1,640	(4,637)	4,410	1,413
Organisational Redevelopment	115,019	(56,321)	(28,809)	29,889	(25,479)	(4,410)	-
Fundraising	-	-	-	-	12,000	-	12,000
	121,069	(56,321)	(33,219)	31,529	(18,116)	-	13,413
Restricted funds							
Crockart Foundation	108,461	15,696	(62,682)	61,475	14,354	-	75,829
Bookmark Donation	750	-	(750)	-	-	-	-
Book Week Scotland	750	-	(750)	-	-	-	-
Living Comm Participation	-	270	(270)	-	-	-	-
Legacy – Mrs A Robertson	600	-	(600)	-	-	-	-
Enchanted Forest	784	-	(784)	-	-	-	-
Mummy Grant	120	-	(120)	-	-	-	-
Seed Library	2,258	460	-	2,718	474	-	3,192
Archives Appeal	766	-	(766)	-	-	-	-
Digital Maker Spaces	1,544	-	(1,544)	-	-	-	-
Scottish Forestry	1,940	-	(1,940)	-	-	-	-
SLIC Film Club	211	-	(211)	-	-	-	-
MGS Perth City Hall	-	943	(943)	-	-	-	-
Carnegie Kindness Project	123	-	(123)	-	-	-	-
Pop Out Perth	3	-	(3)	-	-	-	-
Archives Revealed	-	(4,035)	-	(4,035)	4,035	-	-
Fothergill Trust	-	(616)	-	(616)	615	-	1
Cultural Redevelopment Project	4,208	(22,473)	18,265	-	-	-	-
SLIC/PLIF Cultural & Heritage							
Connections	4,137	(3,989)	-	148	(148)	-	-
SLIC Public Library Covid Relief fund	8,972	(3,226)	-	5,746	(5,746)	-	-
MGS Small Grant - Dehumidifier	2,295	(1,233)	-	1,062	(1,062)	-	-
FIHP Fund	181	-	(181)	-	-	-	-
Auchterarder Library Donation	1,793	(1,016)	-	777	-	-	777
Digital Inclusion Fund for the							
Open Printing Solution Project	315	-	(315)	-	-	-	-
Europe Challenge	3,542	(380)	(3,162)	-	-	-	-
Scottish Book Trust	-	28	-	28	(21)	-	7
Gannochy - Pathways							
Programmes	55,883	(66,566)	-	(10,683)	14,972	-	4,289
Cost of Living Community Fund	6,528	707	-	7,235	(6,298)	-	937
Eric King Chiu Lo Legacy	348,707	(33,852)	-	314,855	(39,931)	-	274,924
Roger Bilcliffe – Ferguson							
Workshops	-	(563)	563	-	-	-	-
Glover Incorporation – Perth							
Museum	2,070	-	(2,070)	-	-	-	-
Good Food Fund – Grow and							
Cook Healthily	1,265	-	(1,265)	-	-	-	-
Environmental Monitoring							
Project	-	3,009	-	3,009	(3,009)	-	-
Total (carried forward)	558,206	(116,836)	(59,651)	381,719	(21,761)	-	359,956

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

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2026**

24. MOVEMENT IN FUNDS (GROUP AND COMPANY) continued

Total from overleaf	558,206	(116,836)	(59,651)	381,719	(21,761)	-	359,956
Northwood – Unicorn Exhibition	45,882	(45,882)	-	-	-	-	-
PLIF Sustainable Communities	25,711	(12,737)	-	12,974	(12,695)	-	279
MGS NZ Cultural Connections	-	(9,980)	9,980	-	-	-	-
Fleapit Theatre	-	1,080	-	1,080	(1,080)	-	-
Gannochy - Hands on Art	-	28,695	-	28,695	(25,743)	-	2,952
SLIC Lend and Mend Support	-	(215)	-	(215)	5,172	-	4,957
Jimmie Cairncross Charitable Trust	-	66	-	66	(66)	-	-
MGS Transformers Programme	-	2,000	-	2,000	(2,000)	-	-
Unesco City of Craft	-	26,250	-	26,250	(4,227)	-	22,023
Perthshire Society for the Natural Sciences - Upper Rotunda exhibition	-	933	-	933	(933)	-	-
Highland Perthshire Code Clubs (Basil Death Trust)	-	3,000	-	3,000	(3,000)	-	-
PKC Shared Prosperity Fund	-	10,000	-	10,000	(7,600)	-	2,400
Perth City Campaign	-	10,000	-	10,000	(7,600)	-	2,400
Community Fund - Code Club	-	4,817	-	4,817	(1,605)	-	3,212
Fergusson Symposium	-	3,658	-	3,658	(3,658)	-	-
PKC Picture Fund	-	1,612	-	1,612	-	-	1,612
PKC Kinross Public Library Joint Committee	-	877	-	877	-	-	877
Pilgrim Trust - Fine Art Reglazing Project	-	(865)	-	(865)	(47)	-	(912)
Guildry Incorporation of Perth - Resources for visually impaired	-	200	-	200	(167)	-	33
Geoffrey Millais	-	(7,500)	-	(7,500)	7,500	-	-
General Restricted Funds - Museums and Galleries	(295,504)	11,440	284,064	-	-	-	-
General Restricted Funds - Library Information Services	20,424	(592)	-	19,832	(17,340)	-	2,492
Small Grants - Library	768	-	(768)	-	-	-	-
Acquisition Grants	161	-	(161)	-	-	-	-
Evelyn Ferris Mudie Trust – Mary Queen of Scots	-	-	-	-	6,282	-	6,282
Art Fund Museum of the Year	-	-	-	-	4,023	-	4,023
Caroline Spragge's Estate – Legacy donation for Blairgowrie Library	-	-	-	-	2,000	-	2,000
NGS – Mini Wonders Project	-	-	-	-	(5,098)	-	(5,098)
NLS – Gannochy funding for MQS	-	-	-	-	9,520	-	9,520
Idlewild Trust Conservation – Painting conservation	-	-	-	-	1,600	-	1,600
National Lottery Young Start – Youth Collective	-	-	-	-	11,250	-	11,250
Make Room	-	-	-	-	14,259	-	14,259
Board Games Club Group	-	-	-	-	233	-	233
Fairer Communities – Scone Lend and Mend	-	-	-	-	180	-	180
Gannochy – Early Years & Heritage Pathways	-	-	-	-	37,423	-	37,423
Total (carried forward)	355,648	(99,979)	233,464	489,133	(7,584)	-	481,553

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

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2026**

24. MOVEMENT IN FUNDS (GROUP AND COMPANY) continued

Total from overleaf	355,648	(99,979)	233,464	489,133	(7,584)	-	481,553
Aviva sponsorship for Scottish Colourists exhibition	-	-	-	-	4,000	-	4,000
JD Fergusson Collections Assistant	-	-	-	-	3,087	-	3,087
PKC – paintings for 2 High Street	-	-	-	-	2,000	-	2,000
PKC Promotion of Perth City Centre & Vennels Exhibition	-	-	-	-	14,263	-	14,263
	355,648	(99,979)	233,464	489,133	15,768	-	504,901
TOTAL FUNDS (Company)	1,122,262	(570,282)	-	551,980	(8,968)	-	543,012
Unrestricted funds subsidiary	-	23,802	(437)	-	23,365	5,093	-
	23,802	(437)	-	23,365	5,093	-	28,458
TOTAL FUNDS (Group)	1,146,064	(570,719)	-	575,345	(3,875)	-	571,470

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	5,165,535	(5,753,178)	568,000	(19,643)
Restricted funds				
Crockart Foundation	76,000	(61,646)	-	14,354
Living Comm Participation	134	(134)	-	-
Seed Library	971	(497)	-	474
MGS Perth City Hall	-	-	-	-
Archives Revealed	3,990	45	-	4,035
Fothergill Trust	18,600	(17,985)	-	615
SLIC/PLIF Cultural & Heritage Connections	-	(148)	-	(148)
SLIC Public Library Covid Relief fund	-	(5,746)	-	(5,746)
MGS Small Grant - Dehumidifier	-	(1,062)	-	(1,062)
Scottish Book Trust	900	(921)	-	(21)
Gannochy-Pathways Programmes	57,104	(42,132)	-	14,972
Cost of Living Community Fund	2,068	(8,366)	-	(6,298)
Eric King Chiu Lo Legacy	-	(39,931)	-	(39,931)
NMS Grant - NFA Funding	962	(962)	-	-
Environmental Monitoring Project	-	(3,009)	-	(3,009)
PLIF Sustainable Communities	-	(12,695)	-	(12,695)
Fleapit Theatre	-	(1,080)	-	(1,080)
Gannochy - Hands on Art	-	(25,743)	-	(25,743)
SLIC Lend and Mend Support	6,500	(1,328)	-	5,172
Jimmie Cairncross Charitable Trust	-	(66)	-	(66)
MGS Transformers Programme	-	(2,000)	-	(2,000)
Unesco City of Craft	46,891	(51,118)	-	(4,227)
Perthshire Society for the Natural Sciences - Upper Rotunda exhibition	-	(933)	-	(933)
Highland Perthshire Code Clubs (Basil Death Trust)	-	(3,000)	-	(3,000)
PKC Shared Prosperity Fund Perth City Campaign	-	(7,600)	-	(7,600)
Community Fund - Code Club	-	(1,605)	-	(1,605)
Fergusson Symposium	-	(3,658)	-	(3,658)
	214,120	(293,320)	-	(79,200)

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

Notes to the Financial Statements - continued for the Year Ended 31 March 2026

Total from overleaf	214,120	(293,320)	-	(79,200)
Pilgrim Trust - Fine Art Reglazing Project	9,302	(9,349)	-	(47)
Guildry Incorporation of Perth - Resources for visually impaired	-	(167)	-	(167)
Geoffrey Millais	7,500	-	-	7,500
Evelyn Ferris Mudie Trust – Mary Queen of Scots	50,000	(43,718)	-	6,282
Art Fund Museum of the Year	15,000	(10,977)	-	4,023
Caroline Spragge's Estate – Legacy donation for Blairgowrie Library	2,000	-	-	2,000
NGS Mini Wonders Project	11,211	(16,309)	-	(5,098)
NLS – Gannochy funding for MQS	19,300	(9,780)	-	9,520
Idlewild Trust Conservation – Painting Conservation	1,600	-	-	1,600
National Lottery Young Start – Youth Collective	16,321	(5,071)	-	11,250
Make Room	20,800	(6,541)	-	14,259
Board Games Club Group	400	(167)	-	233
Fairer Communities – Scone Lend and Mend	300	(120)	-	180
Gannochy – Early Years & Heritage Pathways	42,000	(4,577)	-	37,423
Aviva Sponsorship for Scottish Colourists Exhibition	4,000	-	-	4,000
JD Fergusson Collections Assistant	9,148	(6,061)	-	3,087
PKC – Paintings for 2 High Street	2,000	-	-	2,000
PKC Promotion of Perth City Centre & Vennels Exhibition	14,263	-	-	14,263
LIS Restricted Funds	-	(17,340)	-	(17,340)
Total restricted funds	439,265	(423,497)	-	15,768
TOTAL FUNDS	5,604,800	(6,114,675)	506,000	(3,875)

25. PURPOSES OF DESIGNATED FUNDS

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.

Organisational Redevelopment

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

Fundraising

This fund was set up to meet the costs associated with fundraising strategy development.

26. 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.

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.

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.

26. PURPOSES OF RESTRICTED FUNDS - continued

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.

MGS Small Grant- Dehumidifier

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

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.

Auchterarder Library Donation

Restricted individual donation from library user to be used in Auchterarder.

Gannochy - Pathways Programmes

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.

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.

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.

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.

Fothergill Trust

Funding to support Archives and Local & Family History Service with added value activities and purchases.

Scottish Book Trust – Book Week

Donation from Scottish Book Trust to support Book Week Scotland.

Environmental Monitoring Project

Funding from MGS towards the costs to install a new smart environmental monitoring system in collection store.

Fleapit Theatre

Sponsorship & donations towards Fleapit Theatre exhibition.

Gannochy - Hands on Art

Funding from Gannochy Trust towards new children's gallery 'Hands on Art' at Art Gallery.

26. PURPOSES OF RESTRICTED FUNDS - continued

SLIC Lend and Mend Support

Funding from Scottish Library and Information Council towards Lend and Mend project.

Jimmie Cairncross Charitable Trust

Grant to cover the cost of employing the Cairncross Collection Project Officer.

MGS Transformers Programme

Funding from MGS towards costs related to Transformers training programme.

Unesco City of Craft

Funding from Perth & Kinross Council to delivery UKSPF project from Perth City of Craft.

Perthshire Society for the Natural Sciences - Upper Rotunda exhibition

Funding from Perthshire Society for the Natural Sciences to purchase lightboxes for the new photography exhibition in Upper Rotunda at Art Gallery.

Highland Perthshire Code Clubs (Basil Death Trust)

Funding from Basil Death Trust to purchase equipment to enable code club activities that support education and learning in Highland Perthshire.

PKC Shared Prosperity Fund Perth City Campaign

Funding from Perth & Kinross Council to delivery the 'Visit Perth' campaign.

Community Fund - Code Club

Funding from National Lottery Community Fund to develop Code Clubs at 5 hub libraries.

Fergusson Symposium

Funding from Fergusson Foundation towards the costs of Fergusson Symposium.

PKC Picture Fund

Transfer of funds from Perth & Kinross Council to be used for the purchase, maintenance, and repair of artwork.

PKC Kinross Public Library Joint Committee

Transfer of funds from Perth & Kinross Council to be used towards library services in Kinross.

Pilgrim Trust - Fine Art Reglazing Project

Funding from Pilgrim Trust towards fine art reglazing project.

Guildry Incorporation of Perth - Resources for visually impaired

Donation from Guildry Incorporation of Perth towards purchasing resources for visually impaired.

Geoffrey Millais - Millais collection transportation

Donation from Sir Geoffrey Millais towards costs of transporting Millais collection to Perth.

Evelyn Ferrie Mudie Trust – Mary Queen of Scots

Grant from Evelyn Ferrie Mudie Charitable Trust to support an exhibition, engagement & promotional programme centred around the display of Mary, Queen of Scots' last letter at Perth Museum.

Art Fund Museum Of The Year

Art Fund Museum of The Year 2025 finalist prize to be used towards costs relating to award nomination.

Caroline Spragge's Estate – Legacy donation for Blairgowrie Library

Legacy donation towards public library service in Blairgowrie.

NGS – Mini Wonders Project

Funding from National Galleries Scotland on behalf of Art Fund & NESTA for Mini Wonders project to fund project officer & supplies.

26. PURPOSES OF RESTRICTED FUNDS - continued

NLS – Gannochy funding for MQS

Funding from National Library of Scotland towards Outwith project – Mary, Queen of Scots to fund exhibition, events & engagement.

Idlewild Trust Conservation – Painting conservation

Grant from Idlewild Trust for conservation of 'Fishing boat at anchor in a bay after Pijnacker' painting.

National Lottery Young Start – Youth Collective

Funding from The National Lottery Community Fund – Young Start to fund Youth Collective initiative for young people aged 16-25. This will fund a project officer & resources.

Make Room

Funding from Perth & Kinross Council towards Mark Roome project to cover rent of shop unit & fit out.

Board Games Club Group

Grant from Perth & Kinross Council towards board games club groups.

Fairer Communities – Scone Lend and Mend

Grant from Perth & Kinross Council Fairer Communities towards Scone Lend & Mend.

Gannochy – Early Years & Heritage Pathways

Funding from Gannochy Trust towards early years & heritage pathways.

Aviva sponsorship for Scottish Colourists exhibition

Sponsorship from Aviva towards Scottish Colourists exhibition at Perth Art Gallery.

JD Fergusson Collections Assistant

Funding from J D Fergusson Foundation towards a collections assistant.

PKC – Paintings for 2 High Street

Funding from Perth & Kinross Council for paintings for 2 High Street.

PKC Promotion of Perth City Centre & Vennels Exhibition

Funding from Perth & Kinross Council towards promotion of Perth City Centre & Vennels exhibition.

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

	Group 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
Net (expenditure)/income for the reporting period (as per the statement of financial activities)	(3,875)	(570,719)	(8,968)	(570,282)
Adjustments for:				
Movement in defined pension benefit liability	-	-	-	-
Interest received	(37,602)	(52,564)	(35,818)	(50,576)
Depreciation	40,847	58,481	38,805	56,434
(Increase)/Decrease in stocks	(13,203)	(15,314)	-	-
Decrease/(Increase) in debtors	105,774	593,635	150,406	578,265
Increase/(Decrease) in creditors	82,420	(384,149)	81,628	(359,647)
Net cash provided by operating activities	98,361	(370,630)	150,053	(345,806)

28. 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.

29. 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.

30. 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 2026 £	Group 2025 £	Company 2026 £	Company 2025 £
Within one year	1,346	2,277	-	-
Total	1,346	2,277	-	-

Notes to the Financial Statements - continued
for the Year Ended 31 March 2026

31. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Group	Unrestricted £	Restricted £	Total £
Fixed assets	24,169	14,855	39,024
Net current assets/(liabilities)	42,400	490,046	532,446
Funds balances at 31 March 2026	66,569	504,901	571,470
	<i>Unrestricted £</i>	<i>Restricted £</i>	<i>Total £</i>
<i>Fixed assets</i>	<i>47,239</i>	<i>30,942</i>	<i>78,181</i>
<i>Net current assets/(liabilities)</i>	<i>38,973</i>	<i>458,191</i>	<i>497,164</i>
<i>Funds balances at 31 March 2025</i>	<i>86,212</i>	<i>489,133</i>	<i>575,345</i>
Company	Unrestricted £	Restricted £	Total £
Fixed assets	22,127	14,855	36,982
Net current assets/(liabilities)	15,984	490,046	506,030
Funds balances at 31 March 2026	38,111	504,901	543,012
	<i>Unrestricted £</i>	<i>Restricted £</i>	<i>Total £</i>
<i>Fixed assets</i>	<i>43,155</i>	<i>30,942</i>	<i>74,097</i>
<i>Net current assets/(liabilities)</i>	<i>19,692</i>	<i>458,191</i>	<i>477,883</i>
<i>Funds balances at 31 March 2025</i>	<i>62,847</i>	<i>489,133</i>	<i>551,980</i>