

Company Registration No. SC045381 (Scotland)
Charity Registration No. SC006185 (Scotland)

THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED
(COMPANY LIMITED BY GUARANTEE)
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021



Henderson Black & Co

THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
CONTENTS

	Page
Trustees report	1 - 11
Independent auditor's report	12 - 14
Statement of Financial Activities and Income and Expenditure Account	15
Balance Sheet	16
Cash flow statement	17
Notes to the financial statements	18 - 27

THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED (A COMPANY LIMITED BY GUARANTEE) REPORT BY THE TRUSTEES TO FIFTY THIRD ANNUAL GENERAL MEETING

The Trustees present their Report and Accounts of the Company for year ended 31 March 2021.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Scottish Fisheries Museum Trust Limited is a company limited by guarantee and does not have a share capital. The governing documents of the organisation are the Memorandum and Articles of Association. The business of the Trust is arranged and managed by trustees with all major policy decisions and strategic development plans being made by them. The Trustees (who are also the directors for the purposes of company law) and managerial team carry out the day-to-day management and organisation of the Museum. The Trust has a Management committee comprising the Chair of the Board of Trustees, the Vice Chair of the Board and the Trust Secretary.

The Board has a maximum of twelve members of whom one is nominated by Fife Council and one by The Scottish Fishermen's Federation. The right to nominate additional trustees (between six and ten in number) vests in the Nominations Committee, of which the Chair, Vice Chair and Trust Secretary are members. Nominees are elected by the members.

The AGM may elect a President and any number of Vice-Presidents. New trustees receive appropriate induction training when initially appointed.

The Trust has an ongoing, informal, connection with three clubs, Boats Club, Model Boat Club and St Ayles Rowing Club.

The Museum has faced significant operational and financial challenges during this financial year due to Covid-19 with long periods of mandatory closure (April 2020 to August 2020 and December 2020 to April 2021) resulting from lockdown restrictions and a reduction in footfall when open with a general lack of confidence to travel by potential visitors. Government and sector support has been received from several sources and has allowed the Museum to remain viable during this period. External support has included Scottish Government recurring grant at £150,000, continuance of the Fife Council recurring grant at current levels, UK Government's Job Retention Scheme, Enterprise Gateway Grant of £60,000 and Museum Galleries Scotland Grants supporting key positions and Covid19 related operating expenses. Fife Council's Strategic Framework Business Fund has also provided welcome support with grants linked to rateable values for the hospitality sector. Ongoing projects are reported and managed at monthly Finance meetings and bi-monthly Board meetings. Serious falls in generated income from tearoom, shop and admissions have prevailed during the pandemic period but the Museum has developed Strategic Risk Management scenarios and Operational actions to reduce costs and address lack of visitors to the Museum during most of the year.

OBJECTIVES AND ACTIVITIES

The statement of the purpose of the Scottish Fisheries Museum was agreed at Board level in October 2018 with a three-year Strategic Plan as follows:

The Scottish Fisheries Museum exists to:

- preserve the material history of the fisheries of Scotland in all their aspects, and promote the understanding of their past, present and future;
- bring together, hold, conserve, document, and house adequately collections of material evidence of historical, artistic, or scientific importance associated with the various industries connected to Scottish Fisheries;
- establish a programme of research into the subject and to retain already established links with other organisations in this field;
- improve efficiency in all the above areas and to review our work annually in all of the above areas; and
- maintain the accessibility of the collection for the public and to interpret the collection for the education, participation, and entertainment of that public, thereby encouraging an increase in visitor numbers.

THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED (A COMPANY LIMITED BY GUARANTEE) REPORT BY THE TRUSTEES TO FIFTY THIRD ANNUAL GENERAL MEETING

The Museum and its governing body abide by the Museums Association Code of Ethics and the standards set for nationally styled museums by the Accreditation Scheme.

The Strategic Plan 2019-2021 was developed in consultation with our Board and our staff and is due for a comprehensive review in late 2021 following appointment of new Board members.

This will be a further significant step in our journey to becoming an internationally recognised museum representing the history of Fisheries in Scotland.

OUR VISION

To be recognised as a National Museum & Cultural Asset inspiring our visitors by telling the complete story past, present and future of Scotland's sea fisheries in all its aspects, and its communities.

OUR MISSION

To engage and inspire all users of, and visitors to, the Museum by excelling in all that we do as a team of staff, volunteers, and trustees.

OUR VALUES

Heritage	by ensuring the collection is at the heart of everything we do;
Contemporary	by delivery of our displays, our management, and processes;
Visitor focused	by creating inspiring experiences for our visitors and users;
Community focal point	by acting as a hub, meeting point and melting pot for discussion;
People focused	by leading and developing our team of staff and volunteers to deliver our ambitions and partnerships in the community;
Accessible	by internally and externally, reaching out to national and local communities by utilising museum assets & expertise;
Entrepreneurial	by being brave and nimble to seize opportunities as they arise; and
Pride	by recognising, celebrating and promoting our achievements.

STRATEGIC AIMS

- Operate a safe environment for staff and visitors;
- Implement an integrated key building asset development plan;
- Develop a cost-effective business plan to maintain *Reaper* as an asset, and to deliver on educational outreach objectives in line with Scottish Government expectations;
- Improve perception by funders, visitors and community groups of a fully integrated national and local resource;
- Increase visitors' numbers year on year by at least 10%;
- Achieve 5-star rating as a visitor attraction;
- Develop as a centre of learning & research locally, nationally & internationally;
- Maintain status as an Accredited Museum with a nationally Recognised Collection and
- Support the heritage of fisheries throughout Scotland.

KEY OBJECTIVES

- Fully implement HSE & Risk management processes and policies;
- Deliver excellence in HR management processes and policies;
- Robust and accurate financial management of Museum;
- Secure at least an additional £100k unrestricted reserves via Government sources, trading income or fundraising by 2021 to sustain annual operational activities;
- Produce capital development plan for implementation 2021-22;
- Develop a cost-effective business plan for the *Reaper* (and fleet) with a focus on greater outreach;
- As part of key asset development plan integrating Collection Centre, East Green, Entrance & Courtyard, Exhibition Galleries and Boatyard to deliver on strategic aims, such as improved space for public events (Zulu gallery); improved visitor engagement (Boatyard and Galleries); provision of educational and research facilities (East Green);

THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED (A COMPANY LIMITED BY GUARANTEE) REPORT BY THE TRUSTEES TO FIFTY THIRD ANNUAL GENERAL MEETING

- Comprehensive review of the presentation of our story, e.g., incorporation of sound, lighting, and virtual reality elements;
- Review and revise volunteer management policies and procedures;
- Develop our exhibition & event programme linked to Scottish Government's year of Coast and Waters;
- Successful delivery of 50th Anniversary programme in 2019-20; and
- Integrate and promote club activities to enhance reputation of Museum.

Delivery of our Strategic Aims, Objectives and Operational Plans are in line with current Accreditation standards and are supported by the Trustees, Directors, management team and current working Committees. The Museum continues to look after and develop its nationally Recognised Collection and in accordance with the National Museums Strategy, Museums Galleries Scotland (MGS) promoting The National Delivery Plan with targets for collections, engagement, funding, investment, market advocacy, sustainability, knowledge, skills, and partnerships. The Museum continues to deliver on the plan and takes its sector responsibilities seriously.

Despite the effects of the pandemic, significant progress has been made during 2020-21 in areas of Health & Safety and Human Resources. An improved Risk Register matrix now more accurately reflects not only the effects of Covid19 but potential environmental impacts to the Museum in the future. Operational and financial risks are accurately assessed to reduce the risk levels where possible. Additionally, risk-based Scenario Planning is now in place to aid forward action planning, including the setting of a realistic budget.

The Museum managed to retain all team members during the lockdown periods with full salaries maintained and supported by the Museum to make up the balance of Job Retention Scheme's 80%. Regular communications were maintained by Zoom and team support was superb during very difficult periods. Key progress was also made with the completion of a new Staff Handbook, revised job descriptions, annual appraisals, and revised HR policies & procedures. Much of this was achieved remotely and successfully implemented in late 2020.

2020-21 has been unprecedented due to the impact of Covid-19 with associated financial and commercial challenges in sustaining the operation of the Museum. Income generation from visitors has been restricted to a very short period between August 2020 and December 2020. The impact of social distancing has reduced Tearoom capacity, Museum numbers and reduced shop ranges due to space constraints. Table service, online booking and enhanced cleaning systems have been implemented to ensure customer safety. Completion of projects have been delayed, most notably *Reaper* restoration and Two Boats projects. Reopening of the Museum in April 2021 and relaxation of restrictions will allow recommencement of works for completion in July and September, respectively. The *Reaper* on board experience will become part of an enhanced 'in – harbour' attraction to encourage additional visitors to the Museum. Principal funders MGS have granted extensions to funding and this is very welcome. Additional revenue areas have largely remained at previous year levels with recurring grants from Fife Council and Scottish Government maintained. In addition, the Scottish Government have provided extra capital funding for roof replacements and improved lighting in the Museum. We have continued our community- based service level agreement with Fife Council and a new three-year grant has been secured for period 2021-24. We are most grateful to the team at the Council who continue to support and advise on a wide range of matters. Detailed monthly figures for Statutory Performance Indicators are submitted to Fife Council for onward summary to Audit Scotland. Covid19 support grants from Fife Council, Business Gateway and Museums Galleries Scotland have also ensured the financial survival of the Museum. Unrestricted reserves however remain low and the challenge of securing additional funding remains acute.

Our public profile and delivery of excellent customer service is vitally important to the Museum and extremely positive reviews continued despite Covid19 in 2020 from Trip Advisor and social media generally. No external assessment from Visit Scotland was possible due to restrictions but our 4-star accreditation is maintained. Our key aim remains to become a 5-star visitor attraction. Our new tearoom manager Karen Donaldson was appointed in February 2020 and after two weeks was placed on furlough leave. Despite the challenges of lockdown, Karen has developed a strong team of tearoom assistants who continue to provide superb service and further enhance the reputation of our

**THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT BY THE TRUSTEES
TO FIFTY THIRD ANNUAL GENERAL MEETING**

tearoom. Hazel Moran and her team have delivered excellent support despite the challenge of Covid19 with positive customer interaction and online booking systems. Our cleaning team led by Hazel consistently maintained the high standards of housekeeping and extra cleaning throughout the Museum. Sadly, our loyal volunteers have been greatly impacted by lockdown and the effects of the pandemic and it is hoped that gradually we may see them back as restrictions are eased. Finally, due to the collective excellent efforts of our Curatorial Team, key projects, exhibitions and our online presence have been maintained superbly despite the challenges of Covid19.

50th ANNIVERSARY

Thanks to Forth Flag/EMFF funding of £66,000 we were able to create a post of SFM@50 Events Officer to which Andrea Elder was appointed in January 2019. Other funding was secured from Event Scotland and Fife Strategic Events Fund for specific events.

In summary the Museum ran seventeen events for the 50th Anniversary with over 6,500 attendees. The breakout of Covid-19, however led to the postponement of our last four months of events, including our collaboration with the Anstruther Harbour Festival for which we were awarded funding of £24k from the 'Year of Coasts and Waters'. Other events are summarised and detailed in the final project report, with output including a publication and a calendar.

Our Social Media presence and support channels have grown since the beginning of January 2019, with likes for our Facebook posts increasing by almost 50% and our followers on Twitter increasing by over 500.

The anniversary celebrations have been of great benefit to the Museum despite being unfortunately curtailed. There has been increased media attention and we have managed to substantially grow our online audience. We have also organised a range of events of different scale to diversify our audience and produce a portfolio of projects and events to show funders the Museum's innovative potential and range of capabilities in future funding ventures. The training undergone and experience developed will be invaluable in our plans for bigger community events in the future.

One such innovation was our 'Golden' beer, the 'St Ayles Ale'. The idea was originally brought forward by trustee, John Firn and was brought to fruition through collective team effort of John Firn, Simon Hayhow, Andrea Elder, and Nick Fleming at Ovenstone 109 Brewery. It was agreed that 10p from each bottle and £6 from each cask would be donated to the Museum and it has been a great success so far with quarterly donations received thanks to Nick.

DEVELOPMENT, FUNDRAISING and PARTNERSHIPS

Initial work on a fundraising strategy was approved by the Board in late 2019 and included input from trustee Ross Dougal with his specialist knowledge of the fishing industry. Approaches to industry were however curtailed due to Covid-19, with plans put on hold until conditions allowed. As time progressed, however, the challenges of lockdown caused a reprioritisation and focus resulting in a Strategy and Action Plan to evolve with clear focus now on core revenue costs rather than capital development.

We are delighted to report that an approach from Boats Club members to a supporter of the Museum secured a generous donation towards the main mast for *Reaper*.

Fundraising developments will be overseen by the Curatorial and Development Committee and reported in due course. We would like to acknowledge the help and advice provided by National Museums Scotland.

Regarding our vision for the future development of the Museum, we secured funding from 'Coastal Communities', through Fife Council, and grant support from Museum Galleries Scotland towards a Feasibility Study for potential future capital development. This drew together previous studies and undertook new work on possible costed options for the St Ayles site as well as the Collections Centre (former Empire Cinema) taking account of our needs and priorities. At the time of writing, we await the completed report.

**THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT BY THE TRUSTEES
TO FIFTY THIRD ANNUAL GENERAL MEETING**

However, it is clear that to improve the Museum's buildings and activities will be a significant financial and technical challenge.

We continue to maintain and grow partnership working with a range of organisations. These include National Historic Ships, notably through the Shipshape Training Scheme, Fife Museums Forum, Fife Events Group and Industrial Museums Scotland. The latter has proved particularly effective, with the federation being regarded as a collaborative model of how museums working together can share knowledge and effective working, notably in a time of unforeseen issues and challenges during a pandemic. We maintain our membership of key organisations such as the Museums Association and Association of Independent Museums as well as the Chartered Institute of Fundraising which presents many training opportunities for us. Another important relationship is our work with The Buckland Foundation and the establishment of our Fisheries Advisory Group, which brings together expertise from across industry, regulatory organisations and academia to help guide the Museum on key topics of interest and focus areas.

EXHIBITIONS/EVENTS/CURATORIAL

The year to March 2021 was dominated by the COVID-19 pandemic and the resulting restrictions. Our immediate concern was to safeguard staff and volunteers by switching to remote working and/or furlough, and the buildings and collections by instigating measures to ensure regular monitoring and maintenance.

Collections in Lockdown

The Museum was closed to the public and to all volunteers twice over the year: from 17th March to 26th August and again from 23rd December to 28th April 2021. During those periods, all but essential, or externally funded, staff were furloughed. During the lockdown periods, the environmental conditions were closely monitored, especially over the second, winter closure, when the buildings would normally have been heated. Natural light is largely excluded from the site so, to the benefit of the collections, levels were reduced during closure. Despite minor water and dust ingress, there was no evidence of damage to collections or increased pest activity. Particular galleries, where objects on open display had been affected, were deep cleaned by curatorial staff prior to re-opening the Museum to the public.

Some collections work continued remotely throughout the year, with the input of non-furloughed staff and of volunteers. Unlike many other museums, we have continued to provide our enquiry service during lockdown and, with the input of staff and volunteers have answered 212 enquiries over the last year, from across Scotland, the UK and internationally on diverse topics ranging from family and social history, boat design and history, art history, archaeology, and ships in bottles to historic herring spawning grounds, sea monsters and natural fibre fishing nets.

Thanks are particularly due to Alastair Ramsay and Donald Sinclair who worked from home digitising new acquisitions of slides and the photographic catalogue; to Eileen Montador, Iane Duncan, Jim Kerr, Margaret Townsend and Linnea Brown who worked remotely on the creation of a new library database and assisted with research, cataloguing and answering public enquiries; to Nick Chalmers for his insightful blogs on the *Reaper* conservation project; and to John Doig for his help with re-opening to visitors. Their support over this difficult period has been unwavering and invaluable.

We look forward to welcoming volunteers back once it is safe to do so but it would seem likely that remote working will remain part of the picture for a considerable time yet.

Re-Opening the Museum

Re-opening the Museum required a great deal of planning and preparation to create a safe and welcoming environment for visitors. While there was much that lent itself to the new ways of operating (existing one-way route, limited essential interactive displays) the buildings do create pinch points and small working spaces that provide little ventilation or space for social distancing.

We worked across the Museum and all media to ensure that public messaging is clear and consistent regarding the new arrangements for visiting and for booking.

New signage and floor stickers have been installed throughout the Museum and feedback is positive.

THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED (A COMPANY LIMITED BY GUARANTEE) REPORT BY THE TRUSTEES TO FIFTY THIRD ANNUAL GENERAL MEETING

A review of the galleries led to most of the hands-on interactive displays being removed. Instead, visitors are being directed to our increased online content and are being encouraged to access activities via QR codes.

Public Programming

With the Museum closed, unfortunately many of the events planned for the second half of the 50th anniversary celebrations had to be cancelled. The exhibition programme was also affected, and it was decided to extend the display of *Sea Change* to the end of the year and to focus on developing changing online content where plans could be made with more certainty.

Our Merchant's Room programme continued to December with an extended run of *The Mermaid Chronicle*, created as a joint project by the University of St Andrews, Scottish Fisheries Museum and Unicorn Preservation Society with funding from the British Society for the History of Science, followed by an exhibition of photographs from Caroline Macdonald and Emily Noakes.

The one activity we delivered in the museum itself was a *Where's Wally? Spooky Museum Search*, organised by Walker Books and Kids in Museums to celebrate the release of the new book, *Where's Wally? Spooky Spotlight Search*. The activity was a self-led trail tailored to fully comply with our social distancing measures. It was very popular with families over the October holidays and was extended until the end of the year to encourage local families to visit.

Programming online

Much of the focus of activity moved to online engagement. On Facebook and Twitter, regular features including *Teach Me Tuesday*, *Cake Thursday*, and *Fifty Fridays* were established, interspersed with events such as online pub quizzes. Andrea Elder also instigated *Anchored*, a project to collect oral testimony of life under lockdown. The resulting podcast series included contributions from a range of maritime professionals and can be found online at: <https://anchor.fm/scotfishmuseum>.

Sea Change was launched as an online exhibition on the 12th of April on the SFM website comprising material adapted from the exhibition content, with additional activity suggestions and links in place of the interactive elements and objects. The podcast series was published as scheduled. By 23 June it had received 1,300 views on the website where it is still available at: <https://www.scotfishmuseum.org/sea-change.php>.

A second online exhibition *By Sea, Land and Air* was launched on the 8th of May to commemorate VE Day. Additional content was added to the *Casting the Net* website (<https://www.castingthenet.scot/>) which was relaunched on the 11th of May to great interest. A series of blogs from volunteers and staff have been featured to promote the work going on behind the scenes before, after and during lockdowns.

To stimulate interest in the museum and to make a visit more accessible, Alastair Ramsay, with help from Andrea, created a Virtual Tour which is now on the SFM website. We also developed an app which acts as a guide to key themes and objects on display. This will be further developed with the addition of narration making it a Museum audio guide.

After moving the annual schools Art Competition online and accepting work "virtually", we received 108 entries from 13 schools. Artist Louise Stocker helped with the judging and the winners were announced on the 27th of June. In the absence of Open Day, prizes were sent directly to the winners. There is a small gallery of entries on the SFM website, and they were featured weekly on social media.

Much of the online content created has been collated in our new *Learning at Home* section on the museum website, headed by our new children's mascot Kipper the Cat: <https://www.scotfishmuseum.org/learning-at-home.php>

As most of the museum sector moved online, we were able to maintain our involvement with other organisations. Linda Fitzpatrick delivered a talk on the Scottish Fisher House at the appropriately

**THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT BY THE TRUSTEES
TO FIFTY THIRD ANNUAL GENERAL MEETING**

themed *Working from Home* (online) Scottish Vernacular Buildings Working Group Conference on 20th November.

Knitting the Herring

By far the biggest focus of activity in 2020-21 was the project *Knitting the Herring: Scotland's National Gansey Project*. Following a major review to take account of the changed circumstances, the project created the National Gansey Network for Scotland based on the SFM Collection and delivered a range of community initiatives around ganseys, wool and knitting. It was jointly funded by Fife Leader and Outer Hebrides Leader, with supporting funding from NLHF and Fife Settlement Fund. The main output is a website that acts as a hub for gansey-related information and activity: <https://scottishgansey.org.uk/>.

The project ran from June 2020 until March 2021 and enabled SFM to take a national role across the sector, reaching out both to other institutions and to private owners and enthusiasts. It was co-ordinated by two new members of staff, Carolyn Cluness, Learning and Engagement Officer and Federica Papiccio, Assistant Curator (Collections) supported by a Steering Group of expert knitters and SFM staff.

The *Knitting the Herring* website showcases 57 ganseys from the SFM collections, one of which has been modelled in 3D so that viewers can see it in exquisite detail.

A major part of *Knitting the Herring* was the engagement programme, which largely transferred online. To reach a wide audience we collaborated with various artists, organisations, and knitters to provide entertaining talks and discussions, knitting activities and stories to reflect the intangible heritage of knitting by the Herring Lasses of Scotland. To reach out to a younger audience who are unfamiliar with ganseys, we provided knitting kits with a comic and colouring activity based on our mascot Kipper the Cat.

Overall, we delivered a meaningful Audience Engagement Programme with a large, broad and international reach. We forged new relationships with schools, local community groups and charities to engage with socially isolated, and economically or culturally disadvantaged individuals, who benefitted from online engagement, from the provision of physical resources and from the enhancement of wellbeing which comes with learning or re-learning a skill.

Each free online event sold out. The event views on our YouTube prove the incredible interest and engagement in the project, attracting over 1,000 views. One participant told us:

"I have loved attending the talks and learning about ganseys & trying out the patterns you've posted; it's been a wonderful focus in a very strange year. It's been really lovely to have the opportunity to contribute something to a museum that has meant so much to me".

A key element was *Shoal*, a collaborative exhibition of herring knitted with gansey designs from patterns created for the project. *Shoal* was exhibited online from 21st January 2021 and features fish, pennants, teddies and squares sent in from all over the UK and beyond, recreating a shoal of herring that represented the importance of community spirit.

The *Knitting the Herring* engagement programme, project website and social media have now reached over 100,000 people. Jen and Federica delivered a talk on the gansey collection to 345 people at the Fleece to Fashion (online) Curator's colloquium on Knitted Textiles on 29th January. A second talk on *Unravelling Gansey Heritage* was delivered at the Scottish Records Association Conference on the 12th of May.

Although the funded elements of the *Knitting the Herring* project have now finished, several legacy initiatives are underway, namely a regular *Knit and Natter* online event, a blog for IMS, plus the planned sale of high-quality knitting kits based on the designs and wool commissioned by the project.

**THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT BY THE TRUSTEES
TO FIFTY THIRD ANNUAL GENERAL MEETING**

Achievements

Despite the closure of the Museum, we celebrated significant achievements in 2020-21. We were delighted to receive the Martyn Heighton Award for Excellence in Maritime Conservation from National

Historic Ships for the work done on the *Reaper*. Particular mention was made of the thorough conservation planning that underpinned the project.

We were also able to achieve a long-held ambition to digitise our collection of photographic negatives. Using a portion of the Emergency Funding awarded by NLHF, 8,000 photographic negatives were digitised. This completes the digital copying of the negatives held by the Museum and is a great leap forward in our plans for preservation and engagement. The project, however, does not include the addition of metadata and captions to the files and as such we are currently exploring methods of doing this, involving volunteers working remotely to add the data.

Despite the restrictions we were able to deliver our second Shipshape Heritage Training Project Traineeship. Hannah Fraser spent a significant period working remotely and re-joined the team on-site in August when she was able to resume working on practical tasks. These included cleaning and documenting objects on display, woodworm treatment on small boats, contributing towards the *Reaper* conservation, answering public enquiries, re-packing ganseys and cataloguing new acquisitions to the collection. It was very helpful to have this continuity and we wish Hannah all the best in her new post at the Beatrix Potter Gallery.

Looking Ahead

We have developed a range of new attractions to add to the permanent displays for re-opening, to compensate for having had to remove many of the interactive elements (due to Covid -19 restrictions). These include a *Kipper the Cat* trail and sound installations in several galleries.

Our first new exhibition of 2021, *By the Seaside: Heritage, Healing and New Horizons*, launched online on the 20th of March with a talk, musical performance and panel discussion focussed on the importance of the sea to health and wellbeing. The on-site exhibition will open on the 7th of May and will run in the museum until August with blended programme of accompanying online and on-site events.

CLUBS

Three clubs associated with the Museum have all suffered major impacts to their normal activities during the pandemic.

The Model Boats Club have been unable to use their normal venue of Craigtoun Park and during the slight respite in the summer of 2020 a temporary construction in a member's garden was constructed but sadly had to be abandoned due to the need for social distancing and Covid-19 restrictions.

Similarly, the Rowing Club also had very little activity during this difficult year. Members were able to take to the water briefly in the summer utilising social bubbles and the opportunity to meet on land social distanced and enjoy some exercise. Some events are planned in the summer of 2021 via the Scottish Coastal Rowing Association events calendar but will again be restricted to local clubs with little opportunity to travel further afield.

The Rowing World Championships are planned to go ahead in the Netherlands in June 2022, and it is hoped that restrictions will be eased sufficiently to allow this to take place.

The Boats Club have also endured severe restrictions to their normal activities and for most of the year have concentrated on the required maintenance for *Reaper* and *White Wing* with support in particular from Mike Barton, David Crowther, Bob Flann and Andrew Gould.

Background preparations for Phase 3 restoration work on *Reaper* continued when changes to Covid -19 restrictions allowed and Wins Stewart and the Boat Yard volunteers were kept busy either temporarily working on *Reaper* or assisting Ali Beadie on the deck of *Reaper*.

**THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT BY THE TRUSTEES
TO FIFTY THIRD ANNUAL GENERAL MEETING**

Zoom communications ensured that regular contact with members was maintained and everyone is now looking forward to a return to more normal activities in 2021 and the completion of Phase 3 under the guidance of John Finn, Mike Barton, Donald McDonald, David Todd and Tony Davis.

ACHIEVEMENTS AND PERFORMANCE

The impact of Covid-19 pandemic has been severe during this financial year resulting from enforced lock down in March 2020 and except for limited revenues during the period from late August to December, there was no other substantial trading income for the rest of the financial year.

Due to the exceptional nature of the year, comparisons to the previous year ending March 2020 are difficult and compounded by the comparison being against a 17-month trading period without the impact of Covid-19.

Comparisons are therefore also drawn against budgets established during the pandemic and performance against the targets set.

Admission income was slightly lower at £4,609 (Budget £5,372)(2020 actual £72,505) and internally generated income slightly lower at £2,315 (Budget £1,773)(2020 actual £9,695).

Tearoom surplus was £10,504 (Budget £13,397)(2020 actual £98,873) while shop surplus was £2,039 (Budget £2,761)(2020 actual £27,862) excluding payroll.

Recurring Grant income was in line with budget at £194,500 (Budget £194,500)(2020 actual £267,822).

Other grants received included funding from Scottish Government, Fife Business Gateway, Museums Galleries Scotland, Scottish Enterprise Recovery Grant at £177,552 (Budget £114,174)(2020 £73,496).

Support through UK Government's Job Retention Scheme at £98,119 (Budget £85,865)(2020 actual £nil).

Overall income was £803,725 (Budget £437,212)(2020 actual £1,127,923).

Comparison of visitor numbers was not possible due to the nature of the trading period but if revenues are compared to the equivalent 12-month period of 2019, overall income was down by 10% in net terms.

The Museum maintained "Full Accreditation and "Recognised Collection" designations along with 4 Star Visit Scotland status despite the impact of Covid-19.

The Museum continues to be a "lead" partner of Industrial Museums Scotland and has greatly benefited from collaborations and lobbying activities during a difficult year.

FINANCIAL REVIEW

The surplus for the year was £182,205 (2020 deficit £200,972).

Total reserves at the balance sheet date were £1,847,029 (2020 £1,664,824) of which £1,322,891 (2020 £1,223,000) were restricted. Unrestricted funds excluding Fixed Assets were £100,428 (2020 (£2,455)). The Charity's policy on free reserves is to hold a balance equivalent to three months revenue expenditure.

Bank funds of £272,524 (2020 £55,976) were held at the year end of which £146,784 (2020 £36,271) were held for restricted purposes.

The surplus for the year of £182,205 is achieved after recognising net income of £121,854 (2020 net expenditure £128,738) relating to projects principally the *Reaper*, 50th Anniversary and Knitting the Herring projects where further expenditure will be incurred in the next financial year. This accounting treatment is in accordance with the Charities Statement of Recommended Practice (SORP).

THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT BY THE TRUSTEES
TO FIFTY THIRD ANNUAL GENERAL MEETING

CHARITY DETAILS

Name: The Scottish Fisheries Museum Trust Limited

Charity Registration Number: SC006185

Company Registration Number: SC045381

Address: St Ayles
Harbourhead
Anstruther
Fife
KY10 3AB

Trustees

Chair Mrs K Seath

Vice Chairman Mr K Dunion

Dr D Corner (resigned 31 August 2020)

Mr R Dougal

Mr J Firn

Ms L Holt

Mr G T Lyon

Mr R McAslan

Mrs J Paton (resigned 14 October 2020)

Mr A Ramsay

Mrs E Riches

Mr W Rennie

Office Bearers (non-Trustees except as stated):

Hon. President Lord Campbell of Pittenweem

Hon. Vice President Mr D Tod BEM

Museum Director - Development Mr S J Hayhow

Museum Director - Operations and Finance Mr I Goodyear

Museum Curator Mrs L Fitzpatrick

Minutes Secretary Ms A Root

Company Secretary Mr G T Lyon

Auditors:

Henderson Black & Co, Chartered Accountants
Edenbank House
22 Crossgate
Cupar
Fife
KY15 5HW

Bankers:

The Royal Bank of Scotland
113-115 South Street
St Andrews
Fife
KY16 9QB

Solicitors:

Thorntons Law LLP
5A Shore Street
Anstruther
Fife
KY10 3EA

**THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT BY THE TRUSTEES
TO FIFTY THIRD ANNUAL GENERAL MEETING**

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also the directors of The Scottish Fisheries Museum Trust Limited for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and of its income and expenditure for that period. In preparing the financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

DISCLOSURE OF INFORMATION TO AUDITORS

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

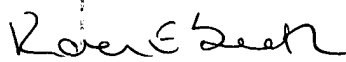
SMALL COMPANY EXEMPTIONS

The above report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

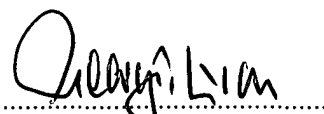
AUDITORS

In accordance with section 485 of the Companies Act 2006, a resolution proposing that Henderson Black & Co be reappointed as auditors of the company will be put to the Annual General Meeting.

Approved by the Trustees on *14 JUNE* 2021.



Karen Seath
Chair



George Lyon
Company Secretary

**THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITORS REPORT
TO THE TRUSTEES AND MEMBERS OF SCOTTISH FISHERIES MUSEUM
TRUST LIMITED**

Opinion

We have audited the financial statements of The Scottish Fisheries Museum Trust Limited (the 'charitable company') for the period ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes. 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 charitable company's affairs as at 31 March 2021 and of its surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company 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 the provisions available for small entities, in the circumstances set out in note 18 to the financial statements, 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 relation 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 in relation to events or conditions that, individually or collectively, may cast significant doubt on the charitable company'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' 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.

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

We have nothing to report in this regard.

**THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITORS REPORT
TO THE TRUSTEES AND MEMBERS OF SCOTTISH FISHERIES MUSEUM
TRUST LIMITED**

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 is consistent with the financial statements; and
- 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the Trustees' Report and take advantage of the small companies exemption from the requirement to prepare a Strategic Report.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 11, the trustees 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

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.

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

We obtained an understanding of the legal and regulatory frameworks that are applicable to the entity and determined that the most significant are: Companies Act 2006, Statements of Recommended Practice applicable to Charities preparing their accounts in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, regulations relating to employment and employment taxes and regulations relating to the Coronavirus Job Retention Scheme.

**THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT AUDITORS REPORT
TO THE TRUSTEES AND MEMBERS OF SCOTTISH FISHERIES MUSEUM
TRUST LIMITED**

We assessed the risks of material misstatement due to fraud by considering the nature of the charitable company's activities and whether certain areas or processes were likely to be susceptible to irregularities. We also considered the charitable company's own risk management procedures and controls systems and whether these were consistently applied.

Based on the results of our risk assessment we designed our audit procedures to identify non-compliance with such laws and regulations identified above. These procedures included making appropriate enquiries of management and testing control systems.

We also considered the risk of fraud through management override of controls and, in response, reviewed financial records for unusual transactions or those without a satisfactory explanation. No such items were identified.

A further description of our responsibilities for the audit of financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our audit report.

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 its trustees (the company directors), as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the 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, its trustees and its members as a body, for our audit work, for this report, or for the opinions we have formed.



Matthew Struthers BA CA
Senior Statutory Auditor
for and on behalf of Henderson Black & Co
Chartered Accountants
Edenbank House
22 Crossgate
Fife
KY15 5HW

Eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Dated...15 June 2020.....

THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES AND
INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 17 months to 31 March 2020 £	Restricted funds 17 months to 31 March 2020 £	Total 17 months to 31 March 2020 £
Income from:							
Donations and legacies		201,379	42,198	243,577	382,975	30,784	413,759
Charitable activities		349,943	189,500	539,443	82,200	424,325	506,525
Other trading activities		20,633	-	20,633	206,854	-	206,854
Investments		72	-	72	785	-	785
Total Income	19	572,027	231,698	803,725	672,814	455,109	1,127,923
Expenditure on:							
Raising funds		128,029	-	128,029	251,160	-	251,160
Charitable activities		358,027	135,464	493,491	540,161	537,574	1,077,735
Total Expenditure	19	486,056	135,464	621,520	791,321	537,574	1,328,895
Net income/(expenditure)		85,971	96,234	182,205	(118,507)	(82,465)	(200,972)
Transfers between funds		(3,657)	3,657	-	37,871	(37,871)	-
Net movement in funds		82,314	99,891	182,205	(80,636)	(120,336)	(200,972)
Reconciliation of funds:							
Total funds brought forward		441,824	1,223,000	1,664,824	522,460	1,343,336	1,865,796
Total funds carried forward		524,138	1,322,891	1,847,029	441,824	1,223,000	1,664,824

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure is derived from continuing activities.

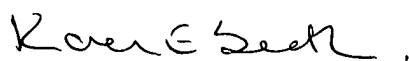
THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
BALANCE SHEET

AS AT 31 MARCH 2021

		Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
	Notes						
Fixed Assets							
Tangible assets	6	422,306	1,176,107	1,598,413	442,721	1,186,729	1,629,450
Heritage assets	7	1,404	-	1,404	1,558	-	1,558
		<u>423,710</u>	<u>1,176,107</u>	<u>1,599,817</u>	<u>444,279</u>	<u>1,186,729</u>	<u>1,631,008</u>
Current Assets							
Stocks		9,125	-	9,125	12,037	-	12,037
Debtors	10	37,849	-	37,849	13,162	-	13,162
Cash at bank and in hand		125,740	146,784	272,524	19,705	36,271	55,976
		<u>172,714</u>	<u>146,784</u>	<u>319,498</u>	<u>44,904</u>	<u>36,271</u>	<u>81,175</u>
Liabilities							
Creditors: amounts falling due within one year	11	(22,486)	-	(22,486)	(45,559)	-	(45,559)
Net Current Assets		<u>150,228</u>	<u>146,784</u>	<u>297,012</u>	<u>(655)</u>	<u>36,271</u>	<u>35,616</u>
Total assets less current liabilities		<u>573,938</u>	<u>1,322,891</u>	<u>1,896,829</u>	<u>443,624</u>	<u>1,223,000</u>	<u>1,666,624</u>
Liabilities							
Creditors: amounts falling due after more than one year		(1,800)	-	(1,800)	(1,800)	-	(1,800)
Accruals and deferred income		(48,000)	-	(48,000)	-	-	-
Total Net Assets		<u>524,138</u>	<u>1,322,891</u>	<u>1,847,029</u>	<u>441,824</u>	<u>1,223,000</u>	<u>1,664,824</u>
Members' funds	14	<u>524,138</u>	<u>1,322,891</u>	<u>1,847,029</u>	<u>441,824</u>	<u>1,223,000</u>	<u>1,664,824</u>

These financial statements have been prepared in accordance with the special provisions relating to small companies of Part 15 of the Companies Act 2006.

These financial statements were approved by the Board on 14 June 2021.



K Seath (Chair)



George Lyon (Secretary)

Company Registration No. SC045381 (Scotland)

THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	Total funds 2021 £	Total funds 17 months to 31 March 2020 £
Net cash provided by operating activities	<u>235,711</u>	<u>(180,179)</u>
Cash flows from investing activities:		
Interest received	72	785
Purchase of fixed assets	(4,067)	(88,915)
Net cash used in investing activities	<u>(3,995)</u>	<u>(88,130)</u>
Change in cash and cash equivalents in the year	231,716	(268,309)
Cash and cash equivalents brought forward	<u>40,808</u>	<u>309,117</u>
Cash and cash equivalents carried forward	<u>272,524</u>	<u>40,808</u>
Analysis of cash and cash equivalents		
Cash at bank and in hand	272,524	55,976
Overdraft facility repayable on demand	-	(15,168)
Total cash and cash equivalents	<u>272,524</u>	<u>40,808</u>

Reconciliation of net income to net cash flow from operating activities

Operating profit/(loss)	182,205	(200,972)
Depreciation of tangible assets	35,258	51,719
Interest received	(72)	(785)
Decrease in stocks	2,912	1,909
(Increase)/decrease in debtors	(24,687)	8,079
(Decrease)/increase in creditors within on year	(7,905)	9,665
Increase/(decrease) in accruals and deferred income	48,000	(49,794)
Net cash provided by operating activities	<u>235,711</u>	<u>(180,179)</u>

Analysis of changes in net debt

	At start of year	Cashflows	At end of year
Cash and cash equivalents:			
Cash	55,976	216,548	272,524
Overdraft facility repayable on demand	(15,168)	15,168	-
	<u>40,808</u>	<u>231,716</u>	<u>272,524</u>

THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED

(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

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:

1.1 Basis of preparation

The financial statements have been prepared under the historical cost convention and in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Scottish Fisheries Museum Trust Limited meets the definition of a public benefit entity under FRS 102.

The financial statements are prepared in sterling, which is the company's functional currency. Rounding is to the nearest £.

1.2 Preparation of the financial statements on a going concern basis

The trustees having considered the effect of Covid-19 and having reviewed the company's forecasts and plans, taking into account current results. They have no reason to believe that a material uncertainty exists regarding The Scottish Fisheries Museum Trust Limited's ability to continue as a going concern. They therefore continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside for a specific purpose. Restricted funds are those which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken.

1.4 Income and expenditure

Income is recognised, net of VAT, when receivable.

Expenditure is recognised in the period in which it is incurred and includes attributable VAT which cannot be recovered. Costs which require allocation between different activity categories are apportioned using the method deemed most appropriate. Wages and salaries are allocated on the basis of time spent on each activity. Property-related costs are allocated on the basis of floor area. Further details are provided in note 2.

1.5 Tangible fixed assets and depreciation

Tangible fixed assets other than freehold land are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Freehold buildings	1% per annum on straight line basis
Computer equipment	33.3% per annum on straight line basis
Fixtures and equipment	10% per annum on reducing balance
Heritage assets - boats	10% per annum on reducing balance

Heritage Assets

The company's primary objective is to preserve the material history of the fishing industry in Scotland in all its aspects, and to promote the understanding of its past and future. Its collection consists of more than 66,000 objects, archives and photographs. It has a formal acquisitions and disposals policy which has been approved by the trustees. The collection is accounted for as follows:

THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

1.5 Tangible fixed assets and depreciation (continued)

Boats

The company has numerous vessels used for fishing, or of maritime interest in Fife, in its collection. These have been largely acquired by donation but where costs have been incurred on vessels in the past these have been capitalised. These boats are therefore shown in the balance sheet at cost less depreciation to date. Depreciation rates are shown above. Items acquired by donation are not reported on the balance sheet, as the trustees consider that they cannot be reliably valued due to their nature and lack of comparable market information.

Other items

The company holds various other categories of items within the overall collection. These include fine art, photographs and document archives, a specialist library, fishing vessel and fishing equipment, model boats, costumes, marine biology items and a strong collection of social and domestic items relating to East Coast fisher homes. Again, these have mainly been donated to the museum. While several paintings have been individually valued for insurance purposes, the trustees consider that no reliable valuation can be obtained for the collection overall, because of its diverse nature, and lack of comparable market values. None of these items is therefore reported in the balance sheet.

Acquisitions and preservation costs

Purchases are recorded at cost and are included in curatorial expenses. Assets acquired by donation are not valued for the reasons stated above, and do not therefore appear in the accounts. Asset preservation costs are normally included in curatorial expenses, but costs relating to the upkeep of the Reaper and White Wing are included in boat expenses.

Disposals

The company's long-term purpose is to possess collections relating to its primary objective. Disposals are not normally considered except for sound curatorial reasons. There have been no disposals in recent years.

1.6 Leasing

Rentals payable under operating leases are charged against income on a straight line basis over the lease term.

1.7 Financial instruments

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

1.8 Stock

Stock is valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

1.9 Pensions

The company operates a defined contribution scheme for the benefit of its employees. Contributions payable are charged to the profit and loss account in the year they are payable.

1.10 Grants

Capital grants are allocated to the Grants Fund and a transfer is made to the General Fund equivalent to the depreciation charge of the assets acquired. Grants of a revenue nature are credited to income in the period in which they are receivable. Where revenue grants are related to performance, income is accounted for as the charity earns the right to consideration by its performance.

THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

2 Support costs - Allocation to activities

	Raising funds	Charitable activities	2021 Total	Raising funds	Charitable activities	17 months to 31 March 2020 Total
	£	£	£	£	£	£
Wages and salaries	115,879	174,942	290,821	164,602	325,024	489,626
Rates and insurance	2,208	22,662	24,870	2,941	30,202	33,143
Light and heat	651	5,854	6,505	2,587	23,282	25,869
Repairs and maintenance	1,201	10,812	12,013	3,228	29,048	32,276

Wages and salaries have been allocated to activities on the basis of estimated time spent on these.
 Rates and insurance, light and heat and repairs and maintenance have been allocated on the basis of floor area, adjusted for any costs known to be specific to an activity.

3 Employees and charitable costs

	2021	17 months to 31 March 2020
	£	£
Staff costs:		
Wages and salaries	331,985	458,299
Social security costs	17,006	27,033
Pension costs	3,382	4,294
	<u>352,373</u>	<u>489,626</u>

The number of employees during the year, calculated on an average head count basis, was as follows:

	No.	No.
Management, office, tearoom/shop and general staff	22	21
Curatorial	4	3
	<u>26</u>	<u>24</u>

Key management personnel received employee benefits totalling £146,116 (2020 - £197,154). This included employer pension contributions.

During the year there were no employees with emoluments above £60,000 (2020 - in the range of £60,000 to £69,999 - 2).

Charitable activities costs include payments to the auditor of £4,450 for audit services (2020 - £4,800) and £7,600 (2020 - £10,200) for other professional services.

4 Trustees

Trustees/Officers Insurance of £358 (2020 - £318) was paid by the charity during the year.

No other remuneration or expenses were paid to trustees during the year (2020 - nil).

Trustees made no donations (2020 - £250) to the charity during the year.

THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

5 Taxation

It has been agreed with H M Revenue & Customs that the Company is not liable to United Kingdom taxation due to its charitable status.

6 Tangible fixed assets

	Freehold land	Freehold buildings	Fixtures and equipment	Total
	2021 £	2021 £	2021 £	2021 £
Cost				
At 1 April 2020	56,560	1,832,387	340,135	2,229,082
Additions	-	-	4,067	4,067
Disposals	-	-	-	-
At 31 March 2021	56,560	1,832,387	344,202	2,233,149
Depreciation				
At 1 April 2020	-	410,759	188,873	599,632
On disposals	-	-	-	-
Charge for the year	-	18,325	16,779	35,104
At 31 December 2020	-	429,084	205,652	634,736
Net book value				
At 31 March 2021	56,560	1,403,303	138,550	1,598,413
At 31 March 2020	56,560	1,421,628	151,262	1,629,450
	Freehold land	Freehold buildings	Fixtures and equipment	Total
	2020 £	2020 £	2020 £	2020 £
Cost				
At 1 November 2018	56,560	1,829,874	253,733	2,140,167
Additions	-	2,513	86,402	88,915
Disposals	-	-	-	-
At 31 March 2020	56,560	1,832,387	340,135	2,229,082
Depreciation				
At 1 November 2018	-	384,800	163,368	548,168
On disposals	-	-	-	-
Charge for the 17 month period	-	25,959	25,505	51,464
At 31 March 2020	-	410,759	188,873	599,632
Net book value				
At 31 March 2020	56,560	1,421,628	151,262	1,629,450
At 31 October 2018	56,560	1,445,073	90,365	1,591,998

THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

6 Tangible fixed assets (continued)

The heritable property known as St. Ayles, Harbourhead, Anstruther was purchased by Anstruther Town Council from the National Trust for Scotland in 1967. The Town Council later sold the property to the Scottish Fisheries Museum Trust Limited at the same price, the date of recording being 29 June 1970.

The Scottish Fisheries Museum Trust Limited then granted a Bond and Disposition in Security in favour of the Town Council for the same amount and this deed is also recorded on 29 June 1970. The Bond is now vested in Fife Council as successors to Anstruther Town Council. By a Back Letter granted by the Town Clerk in favour of the Scottish Fisheries Museum Trust Limited, it is agreed that no interest shall be charged on the loan, nor will the sum be called up unless and until steps have been initiated for the Scottish Fisheries Museum Trust Limited to be wound up voluntarily or otherwise in terms of the Companies Acts.

7 Heritage assets

	Boats 2021 £	Total 2021 £	Boats 2020 £	Total 2020 £
Cost				
At 1 April 2020	49,349	49,349	49,349	49,349
Additions	-	-	-	-
Disposals	-	-	-	-
At 31 March 2021	<u>49,349</u>	<u>49,349</u>	<u>49,349</u>	<u>49,349</u>
Depreciation				
At 1 April 2020	47,791	47,791	47,536	47,536
On disposals	-	-	-	-
Charge for the year	154	154	255	255
At 31 December 2020	<u>47,945</u>	<u>47,945</u>	<u>47,791</u>	<u>47,791</u>
Net book value				
At 31 March 2021	<u>1,404</u>	<u>1,404</u>	<u>1,558</u>	<u>1,558</u>
At 31 March 2020	<u>1,558</u>	<u>1,558</u>	<u>1,813</u>	<u>1,813</u>

As explained in the accounting policies note, only purchased boats or those for which significant costs have been incurred are included above. No other heritage assets have been valued. For insurance purposes the total value of exhibits in the year was £417,692 (2020 £417,692).

8 Summary of heritage asset transactions

	2021 £	2020 £	2018 £	2017 £	2016 £
Acquisitions					
Cost of acquisitions	266	-	350	550	741
Total	<u>266</u>	<u>-</u>	<u>350</u>	<u>550</u>	<u>741</u>

No value has been placed on assets acquired by donation. The trustees consider that, due to the nature of the assets and a lack of comparable market information, no reliable valuation can be obtained.

There were no disposals of heritage assets during these years, nor were there any asset impairments recognised.

THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

8 Summary of heritage asset transactions (continued)

Further information on the collection

Details of assets in the collection are held on a database, supplemented by earlier accession books. There is public access to assets on display on a daily basis throughout the year. The library and assets held in reserve are accessible by appointment.

9 Stocks

	2021	2020
	£	£
Publications and consumables	9,125	12,037

10 Debtors

	2021	2020
	£	£
Trade debtors	12,500	2,753
Prepayments	10,376	10,400
Other taxes	14,973	-
	<u>37,849</u>	<u>13,162</u>

11 Creditors: amounts falling due within one year

	2021	2020
	£	£
Bank loans and overdrafts	-	15,168
Trade creditors	11,042	17,528
Other taxes and social security costs	4,834	4,249
Accruals	6,610	8,614
	<u>22,486</u>	<u>45,559</u>

12 Creditors: amounts falling due after more than one year

	2021	2020
	£	£
Bond secured over property	1,800	1,800

13 Deferred income

Deferred revenue grants and sponsorship

	2021	2020
	£	£
Balance at 1 April 2020	-	49,794
Grants received during the period	242,500	269,500
Transferred to revenue account	(194,500)	(319,294)
Balance at 31 March 2021	<u>48,000</u>	<u>-</u>

THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

14 Funds

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2021 £
Unrestricted funds:					
General fund	440,917	572,027	486,056	(3,566)	523,322
Life membership fund	907	-	-	(91)	816
	<u>441,824</u>	<u>572,027</u>	<u>486,056</u>	<u>(3,657)</u>	<u>524,138</u>
Restricted funds:					
Development fund	60,829	-	-	(608)	60,221
Grants fund	1,119,518	-	-	(21,355)	1,098,163
Projects fund	42,653	231,698	135,464	25,620	164,507
	<u>1,223,000</u>	<u>231,698</u>	<u>135,464</u>	<u>3,657</u>	<u>1,322,891</u>
Total funds	<u>1,664,824</u>	<u>803,725</u>	<u>621,520</u>	<u>-</u>	<u>1,047,029</u>

	Balance at 1 November 2018 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2020 £
Unrestricted funds:					
General fund	521,403	672,814	791,321	38,021	440,917
Life membership fund	1,057	-	-	(150)	907
	<u>522,460</u>	<u>672,814</u>	<u>791,321</u>	<u>37,871</u>	<u>441,824</u>
Restricted funds:					
Development fund	61,703	-	-	(874)	60,829
Grants fund	1,110,242	41,441	-	(32,165)	1,119,518
Projects fund	171,391	413,668	537,574	(4,832)	42,653
	<u>1,343,336</u>	<u>455,109</u>	<u>537,574</u>	<u>(37,871)</u>	<u>1,223,000</u>
Total funds	<u>1,865,796</u>	<u>1,127,923</u>	<u>1,328,895</u>	<u>-</u>	<u>1,664,824</u>

The nature and purpose of these funds are as follows:

Unrestricted funds

The General Fund consists of non-designated unrestricted funds.

The Life Membership Fund is an unrestricted designated fund for the purposes of accounting for life membership subscriptions. A transfer is made each year to the general fund of 10% of the opening fund balance plus any additions during the year.

Restricted funds

The Development Fund is an Endowment Fund for the purposes of funding the Zulu Gallery. A transfer is made to the general fund equivalent to depreciation on assets acquired by development funding.

The Grants Fund is a restricted fund relating to capital grants received for the acquisition of fixed assets. A transfer is made to the General Fund equivalent to the depreciation charge on the fixed assets acquired.

THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

14 Funds (continued)

The Projects Fund is a restricted fund covering various grant and donation-funded projects including:

- Reaper Refit - a major project which commenced in 2017 and continued throughout the year and beyond, to repair and refit the boat. The Scottish Government is the major funding provider.
- 2 Boats - a project to restore the Shirley and Research. This is mainly grant funded by Museums Galleries Scotland. The project was ongoing at the year end.
- 50th Anniversary - a project to celebrate the Museum's 50th anniversary in 2019 and to meet the costs of related events. The fund was closed during the year with a transfer from the general fund.

15 Financial commitments

At 31 March 2021 the company had commitments under non-cancellable operating leases as follows:

	2021 £	2020 £
Payable:		
Within one year	7,004	7,004
Between two and five years	15,411	22,415
	<u>22,415</u>	<u>29,419</u>

16 Legal

The Company Registration Number is SC045381 and the Charity Registration Number is SC006185. The Company does not have a share capital, but the liability of the members is limited by guarantee. In the event of the company being wound up each member may be required to contribute an amount not exceeding £1. As at 31 March 2021 there were 443 members (2020 - 446).

A legal liability exists to repay the STB and Heritage Lottery Fund Grants if the underlying assets are sold or otherwise disposed of, without prior approval of the Grantors, on closure or liquidation, events which the trustees deem unlikely.

17 Related parties

The company has an ongoing connection with the Boats Club. The Boats Club maintains, crews and sails the Reaper and White Wing, both of which are owned by the charity. The Club takes the Reaper to various events in the United Kingdom and in doing so carries out outreach work on behalf of the charity. The charity pays Boats Club expenses which are later reimbursed by the club. The company also makes donations, where necessary, to the Boats Club in recognition of the valuable work it does in raising the profile of the Museum.

Income received during the year from the Boats Club - £4,394 (2020 - £6,664).

Expenses incurred on behalf of the Boats Club - £4,091 (2020 - £6,678).

Donations made to the Boats Club - nil (2020 - nil).

Creditors due to the Boats Club at 31 March 2021 - nil (2020 - nil).

18 Auditors ethical standards

The relevant circumstances requiring disclosure in accordance with the requirements of APB Ethical Standard - Provisions Available for Small Entities are that, in common with many charities of our size and nature we use our auditors to assist with the preparation of the accounts.

THE SCOTTISH FISHERIES MUESEUM TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

19 Detailed statement of financial activities

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Unrestricted funds 17 months to 31 March 2020 £	Restricted funds 17 months to 31 March 2020 £	Total funds 17 months to 31 March 2020 £
Income from:						
Donations and legacies						
Subscriptions and donation	6,879	42,198	49,077	29,681	30,784	60,465
Running expense grants	194,500	-	194,500	353,294	-	353,294
	<u>201,379</u>	<u>42,198</u>	<u>243,577</u>	<u>382,975</u>	<u>30,784</u>	<u>413,759</u>
Charitable activities						
Admissions	4,609	-	4,609	72,505	-	72,505
Boat club contributions	-	-	-	-	-	-
Other income	2,315	284	2,599	9,695	2,830	12,525
Other grants receivable	244,900	189,216	434,116	-	421,495	421,495
Covid - JRS grants	98,119	-	98,119	-	-	-
	<u>349,943</u>	<u>189,500</u>	<u>539,443</u>	<u>82,200</u>	<u>424,325</u>	<u>506,525</u>
Other trading activities						
Shop sales	4,378	-	4,378	56,949	-	56,949
Tearoom sales	16,255	-	16,255	147,588	-	147,588
Rental income	-	-	-	2,317	-	2,317
	<u>20,633</u>	<u>-</u>	<u>20,633</u>	<u>206,854</u>	<u>-</u>	<u>206,854</u>
Investment income						
Bank interest received	72	-	72	785	-	785
	<u>72</u>	<u>-</u>	<u>72</u>	<u>785</u>	<u>-</u>	<u>785</u>
Total income	<u>572,027</u>	<u>231,698</u>	<u>803,725</u>	<u>672,814</u>	<u>455,109</u>	<u>1,127,923</u>

THE SCOTTISH FISHERIES MUSEUM TRUST LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

19 Detailed statement of financial activities (continued)

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Unrestricted funds 17 months to 31 March 2020 £	Restricted funds 17 months to 31 March 2020 £	Total funds 17 months to 31 March 2020 £
Expenditure on:						
Raising funds						
Shop purchases	2,339	-	2,339	29,087	-	29,087
Tearoom purchases	5,751	-	5,751	48,715	-	48,715
Wages and salaries	115,879	-	115,879	164,602	-	164,602
Rates and insurance	2,208	-	2,208	2,941	-	2,941
Light and heat	651	-	651	2,587	-	2,587
Repairs and maintenance	1,201	-	1,201	3,228	-	3,228
	<u>128,029</u>	<u>-</u>	<u>128,029</u>	<u>251,160</u>	<u>-</u>	<u>251,160</u>
Charitable activities						
Wages and salaries	174,942	-	174,942	270,315	-	270,315
Rates and insurance	22,662	-	22,662	30,202	-	30,202
Light and heat	5,854	-	5,854	23,282	-	23,282
Repairs and maintenance	10,812	-	10,812	29,048	-	29,048
Printing, postage and stationery	2,931	-	2,931	3,737	-	3,737
Advertising	5,251	-	5,251	25,205	-	25,205
Telephone	4,212	-	4,212	5,408	-	5,408
Curatorial expenses	1,584	-	1,584	7,241	-	7,241
Project expenses (including wages)	66,057	135,464	201,521	30,538	537,574	568,112
Educational expenses	1,434	-	1,434	2,185	-	2,185
Hire of equipment	6,842	-	6,842	9,155	-	9,155
Travel expenses	(131)	-	(131)	5,286	-	5,286
Legal and professional fees	11,858	-	11,858	15,327	-	15,327
Audit fees	4,450	-	4,450	4,800	-	4,800
Bank charges	1,764	-	1,764	5,030	-	5,030
Subscriptions	1,956	-	1,956	2,845	-	2,845
Bad debts	-	-	-	2,321	-	2,321
Other expenses	291	-	291	5,095	-	5,095
Irrecoverable VAT	-	-	-	11,422	-	11,422
Depreciation	35,258	-	35,258	51,719	-	51,719
	<u>358,027</u>	<u>135,464</u>	<u>493,491</u>	<u>540,161</u>	<u>537,574</u>	<u>1,077,735</u>
Total expenditure	<u>486,056</u>	<u>135,464</u>	<u>621,520</u>	<u>791,321</u>	<u>537,574</u>	<u>1,328,895</u>
Net income/(expenditure)	<u>85,971</u>	<u>96,234</u>	<u>182,205</u>	<u>(118,507)</u>	<u>(82,465)</u>	<u>(200,972)</u>
Transfers	<u>(3,657)</u>	<u>3,657</u>	<u>-</u>	<u>37,871</u>	<u>(37,871)</u>	<u>-</u>
Net movement in funds	<u>82,314</u>	<u>99,891</u>	<u>182,205</u>	<u>(80,636)</u>	<u>(120,336)</u>	<u>(200,972)</u>