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irresistable  
The Herald



100% More  
effective  
than any  
medicine

# FIFE ANNUAL REPORT 2015-16 CULTURAL TRUST

CULTURE IS THE INTERSECTION OF  
PEOPLE & LIFE ITSELF.

IT IS HOW WE DEAL WITH

LIFE, LOVE, DEATH, BIRTH,  
DISAPPOINTMENT...

ALL OF THAT IS EXPRESSED IN CULTURE.

Wendell Pierce



**The Great Tapestry of Scotland**, at Kirkcaldy Galleries in the summer of 2015. Consisting of **160** panels running **140** metres illustrating the story of Scotland, from **420 million years ago** to the present day.



Since its creation in 2014 **Fife Youth Arts (FYA)** has become one of our key projects for engaging with children and young people.



*Technicolour Blur* by **Ailsa Grandison**  
Kirkcaldy Galleries hosted **Fife Art Exhibition** which attracted **243** entries from talented artists across the Kingdom and welcomed **14,149** visitors.

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## Our People

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### **CEO Heather Stuart**

I am delighted to introduce Fife Cultural Trust's Annual Report for 2015/16. This year we continued to grow our reputation as a theatre and arts provider, with audiences of over 126,000 attending more than 700 shows and 15,508 watching films; in addition visitor numbers to our museums and heritage venues reached an all-time high of 300,543.

Transformation of our services commenced with the progression of a new model for Libraries which reflects the needs of today's society and recognises the wider role that libraries now play in communities. Our mobile library service has been reshaped and our housebound service repackaged as a more modern home delivery service.

Growth and development continues to be our focus, having generated unrestricted income in excess of £1.5m, whilst our trading profits, all of which are mandated back to the charity, have risen by 56% since establishment.

With the continued support of our Board, senior team, and staff, I know that we will be able to secure a long term future for the services and experiences that we deliver for the people of Fife.

*Heather Stuart*



**Chair Stuart Cross**

This year we continued implementing our Financial Strategy designed to deliver the savings of £1.7m required by Fife Council. The Board's focus was also to ensure growth and development whilst continuing to deliver high quality cultural experiences across our venues in Fife.

This year's annual report highlights 3 key areas of activity:

- Work with young people and particularly our support for Fife Youth Arts, recognising the integral role of children and young people in cultural experiences, supporting a young person led and focused approach, and working to develop a Youth Arts Strategy for Fife
- Support for improving health and well-being in local communities through activities such as our book, cultural prescriptions and Walk ON initiatives which all recognise the significant contribution that culture makes to quality of life
- Business development, optimising income generation to ensure sustainability; committed to Enriching lives in Fife; proud of our achievements to date and of the positive impact we have daily on local communities.

My thanks to the Board and staff for their dedication and passion.



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## Board

Fife Cultural Trust Directors who served during the 2015/16 period are:

**Professor Stuart Cross** (Chair), Head of Dundee University Law School

**Christine May** (Vice Chair), Self-employed Business Consultant

**Katie Brown**, Head of Participation & Education, Scotland's Commissioner for Children and Young People

**Dr David Caldwell**, retired Archaeologist, Historian and Museum Curator

**Brian Lawrie**, Retired Accountant

**Dr Frank Quinault**, Retired Director of Learning & Teaching Quality, University of St Andrews

**Jenni Steele** Head of Film and Creative Industries, VisitScotland

**Kathleen Taylor**, Retired Vice-Principal in Colleges Sector and Head of Service for Libraries, Adult Learning, Culture and Communities in Local Government (Resigned June 2016)

**Councillor Linda Erskine**, Fife Council appointed Partner Director

**Councillor Brian Goodall**, Fife Council appointed Partner Director

**Councillor Donald MacGregor**, Fife Council appointed Partner Director (Resigned December 2015)

**Councillor Mike Shirkie**, Fife Council appointed Partner Director

**Councillor Susan Leslie**, Fife Council appointed Partner Director (Appointed January 2016)

## Executive Team

**Heather Stuart**, CEO

**Michelle Sweeney**, Head of Partnerships and Service Development

**Steve Renwick**, Head of Business Development

**Andrea Quinn**, Head of Change and Improvement

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# Our Purpose

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Fife Cultural Trust was created in 2012 by Fife Council to enhance the economic vibrancy of Fife while also developing and promoting a range of cultural and creative activities and experiences to enrich lives.

**Our Vision:** Fife will be a culturally vibrant and rewarding place to live, work, study and visit

**Our Mission:** Enriching lives in Fife

**Our purpose:** We provide creative, entertaining and learning experiences that enhance the quality of life, through our partnerships and in our museums, galleries, libraries and theatres

**Our Values:** Inclusive, creative, trusted, enabling and integrity

## Our Strategic Goals

***Priority 1 - Enhancing and promoting Fife's cultural profile and reputation***

***Priority 2 - Enhancing equality of opportunity***

***Priority 3 - Caring for, developing and celebrating Fife's culture and heritage***

***Priority 4 - Helping Fife to achieve its economic potential***

# Our Business

- Theatres & Programming
- Museums, Galleries & Archives
- Libraries
- Partnerships & Business Development

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# Our Business

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Fife Cultural Trust, on behalf of Fife Council, manages and operates **64** high quality **venues** across Fife.

For the financial year ending 31 March 2016 we recorded an annual turnover of **£11,204,137**.

Our diverse portfolio consists of theatres, libraries, museums, heritage centres and sites, a mobile museum and a mobile library service.

Additionally, we are entrusted with the care of Fife's precious historical archives and museum collections, implementing Fife's Cultural Strategy, Partnerships and Consortium and maintaining and developing library services within Fife Council's integrated customer service facilities.

We currently employ a total of **491** staff inclusive of **288** permanent staff, **77** temporary staff and **126** casual staff with the majority of our employees living within Fife.

Our 4 key service delivery areas are :

**Theatres and Programming**

**Museums, Galleries and Archives**

**Libraries**

**Partnerships and Business Development**

Please join us in the following pages as we share with you some of the highlights of the last year.

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# Theatres and Programming

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2015-16 saw a vibrant and varied range of activities programmed into Fife Cultural Trust's theatres with Adam Smith Theatre, Carnegie Hall, Rothes Halls and Lochgelly Centre, providing a diverse programme of entertainment including music, dance, film, drama, comedy and theatre for children.

Presenting an eclectic mix of high quality theatre and arts programming both within our venues and across Fife, we have grown our reputation as a theatre and arts provider with audiences of over **126,000** attending more than **700** shows this year and **15,508** watching films at our theatres, generating an income in excess of **£1.5m**.

Our theatre programming provides something for everyone and despite the current difficult climate our performance figures demonstrate that we have a loyal audience in Fife who continue to support our venues.

Highlights include:

- Scottish singing sensation **Lulu** who wowed Rothes Halls during a sell-out concert in March which took Fife fans on a magical journey through some of her top hits.
- **'The Silver Sword'** by the Sell A Door Theatre Company. Set in the immediate aftermath of WW2, it captivated its audience at Adam Smith Theatre in October.
- **Tae Sup Wi' A Fifer** at Adam Smith Theatre brought an exciting music and poetry series to Kirkcaldy inclusive of performances by Steve Mason from the Beta Band and Alexis Taylor from Hot Chip.



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# Theatres and Programming

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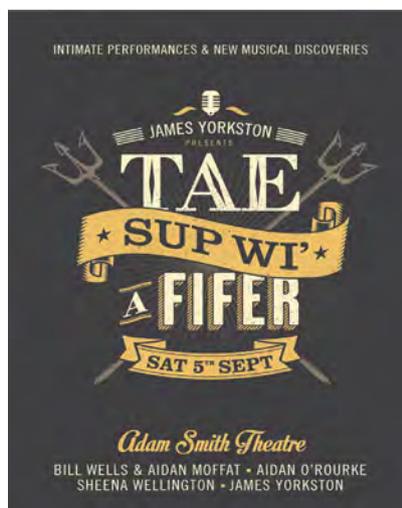
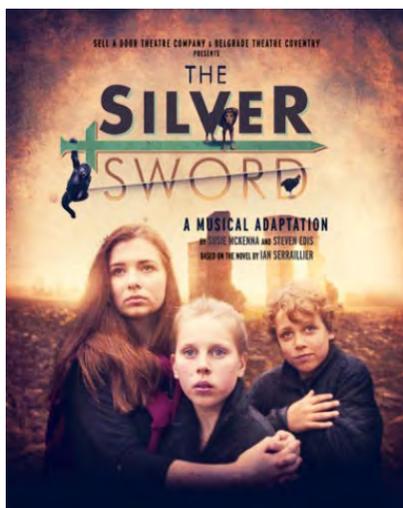
The third **Kirkcaldy Film Festival**, hosted at Adam Smith Theatre in September had many highlights including:

- A sell-out screening of Jaws on Kirkcaldy's Waterfront.

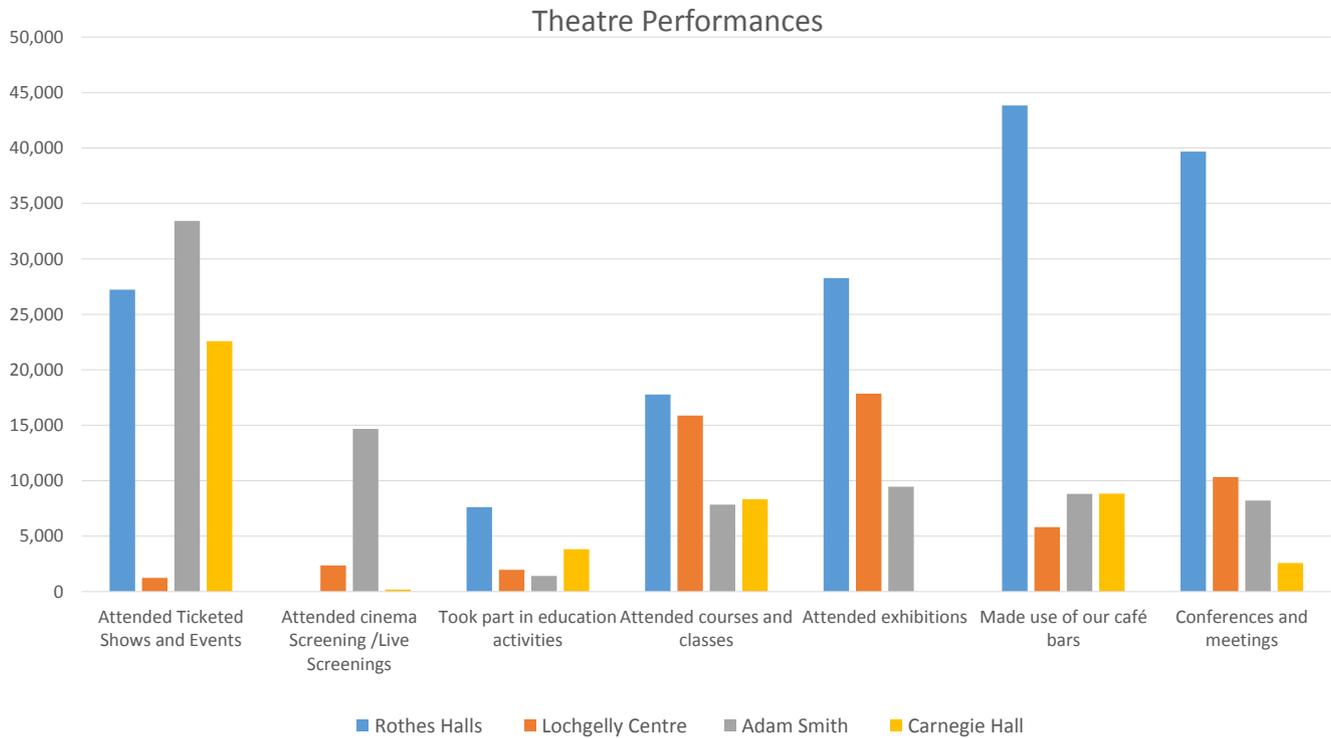
***“It was inspirational showing this movie on the promenade. I loved it!”***

- A first retrospective for Fife film maker John Maclean which showcased his acclaimed first full feature ‘Slow West’ starring Michael Fassbender.
- The classic British thriller, The 39 Steps, which aired on the 80th anniversary of the film and 100th anniversary of the book with Ursula Buchan, daughter of author John Buchan, who gave an engaging and informative post-screening talk.

Finally, Jazz fans snapped up **tickets** for **Fife Jazz Festival**, one of the gems in the Kingdom's cultural calendar, when it returned with 6 stunning shows in February. The popular event, which has been co-produced with Jazz Scotland for more than a decade, featured Scottish musicians as well as international acts such as Naomi Shelton and the Gospel Queens all the way from Alabama via Brooklyn.

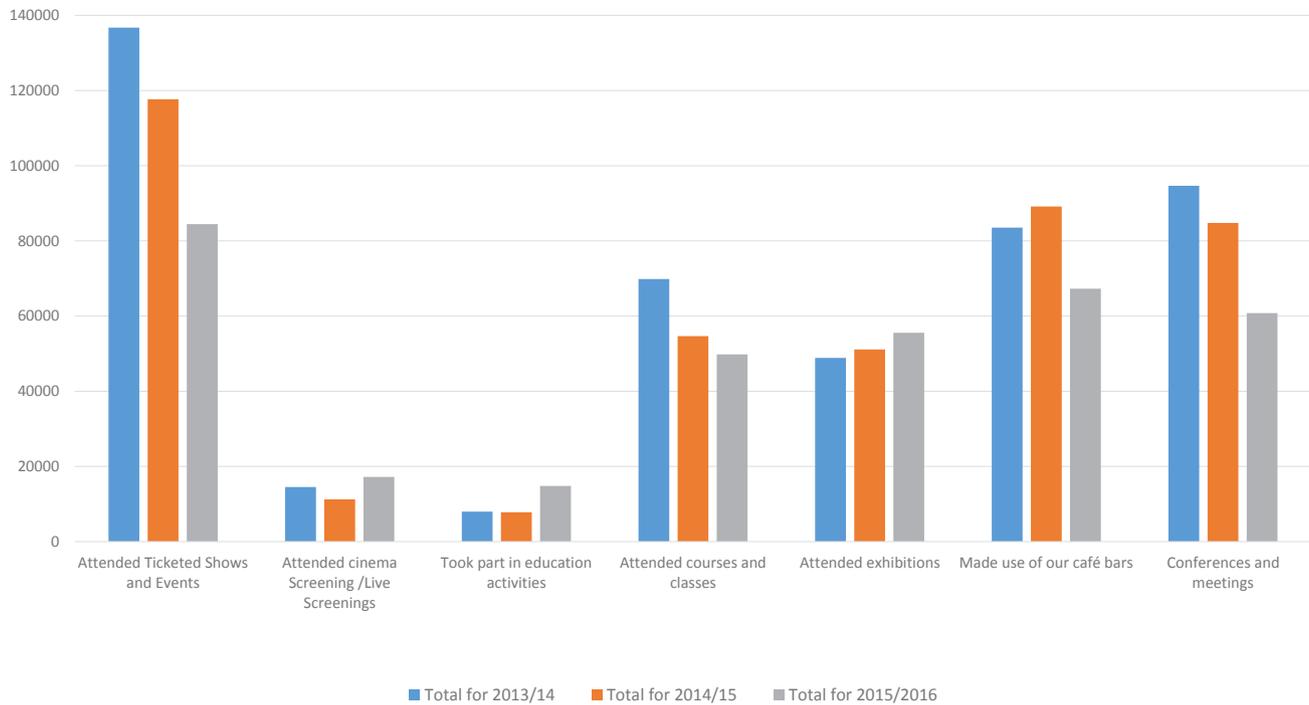


# Theatres and Programming



# Theatres and Programming

Comparison by year



culture is  
self-administered.

You cannot take people along  
and give them an injection  
or a shot of a  
new mental process.

It is a gradual process

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## Museums, Galleries & Archives

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2015-16 saw a really buoyant year for visits to Fife's Museums and we enjoyed strong financial support from Friends and grant giving bodies, as well as generous donations of artefacts, enabling us to continue to develop Fife's heritage collections.

Despite Fife's Archives and Dunfermline's local studies collections both being in temporary homes, we were able to continue to provide a service and maintain strong links with our customers. This is reflected in the fact that total **visitor numbers** to our museums and heritage sites reached an **all-time high** of **300,543**, an increase of 4.64% in the last year.

Our Museums, Galleries and Archives provide unique opportunities to engage with Fife's rich cultural heritage and throughout the year our exhibitions and events explored a range of topics from photography and history, to art and science.

Among our highlights was **The Great Tapestry of Scotland** at Kirkcaldy Galleries in the summer of 2015. Consisting of **160** panels running **140** metres, this stunning work illustrates the story of Scotland from **420 million years ago** to the present day.



Nearly **60,000** people, 40% of whom were first time visitors, saw the Tapestry, with 95% rating it 'very good' or 'excellent'.

Its popularity led to **1,000** volunteers taking part in a public stitching project to create Kirkcaldy's own Tapestry Panel which will be added to our museum collection.

### ***"Better than Bayeux."***

As part of the East of Scotland Museums Partnership, we collaborated to create **Treasures Found**. Archaeological objects acquired through Scotland's Treasure Trove system were exhibited, including our stunning

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# Museums, Galleries & Archives

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medieval seal matrix connected to William de Lamberton, Bishop of St Andrews at the time of the Scottish Wars of Independence.



As part of ongoing WW1 centenary commemorations, we supported the Friends to mount their Heritage Lottery Fund supported exhibition at Methil Heritage Centre.

**1,659** visitors learned about Robert Dunsire, one of Fife's five WW1 Victoria Cross recipients, who lost his life in 1916, after the Battle of Loos.

Work is well underway on a major capital project to build **Dunfermline Carnegie Library & Galleries** in the heart of the town's heritage quarter.

This £12.4 million facility, due to open in Spring 2017, is funded by Fife Council,

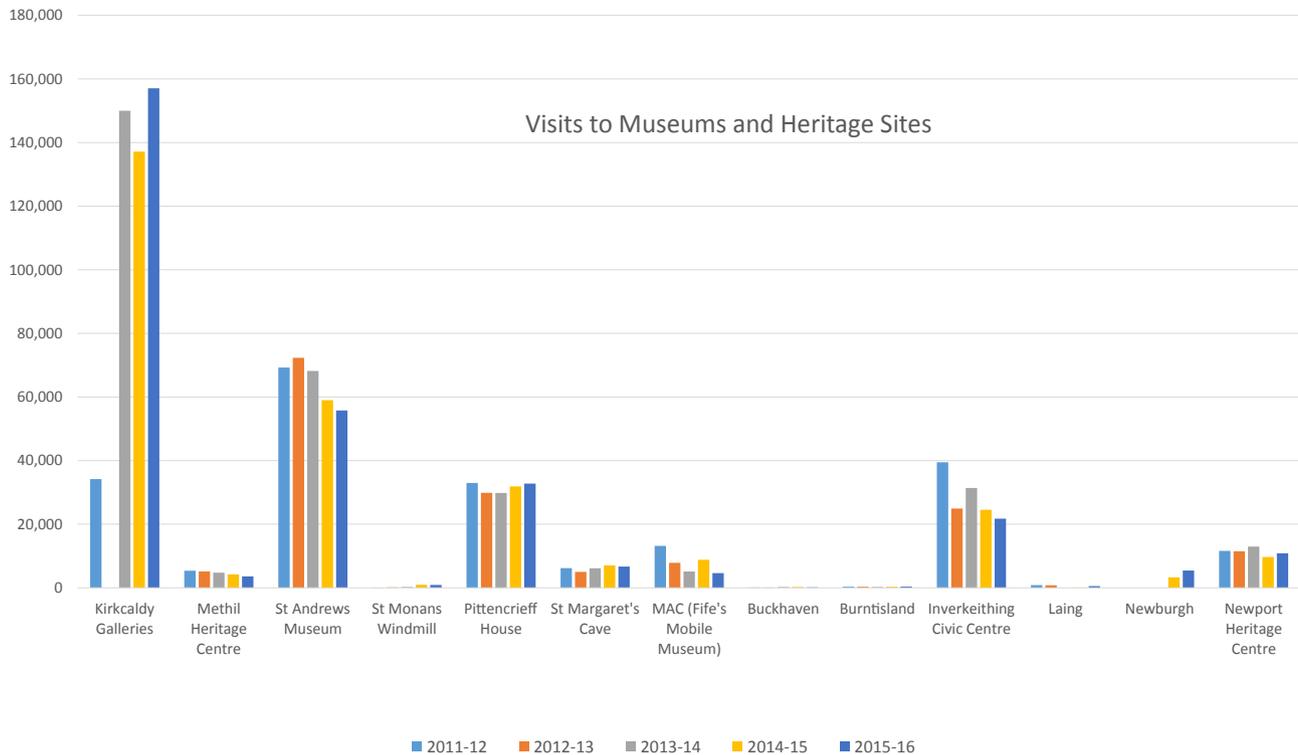


Heritage Lottery Fund and Carnegie Dunfermline Trust. We are very excited by the fantastic cultural opportunities it will bring with its stunning architecture, integrated with the world's first Carnegie Library.

Fife's important heritage collections, currently stored at a variety of locations across the Kingdom, will soon be moved to a new £2.6million facility at Fife Council's **Bankhead Depot** in Glenrothes.

Planned for completion in 2017 it promises to be a fantastic asset, providing a protective environment for over **100,000** artefacts, paintings and documents, enabling their stewardship for future generations.

# Museums, Galleries & Archives



# Libraries

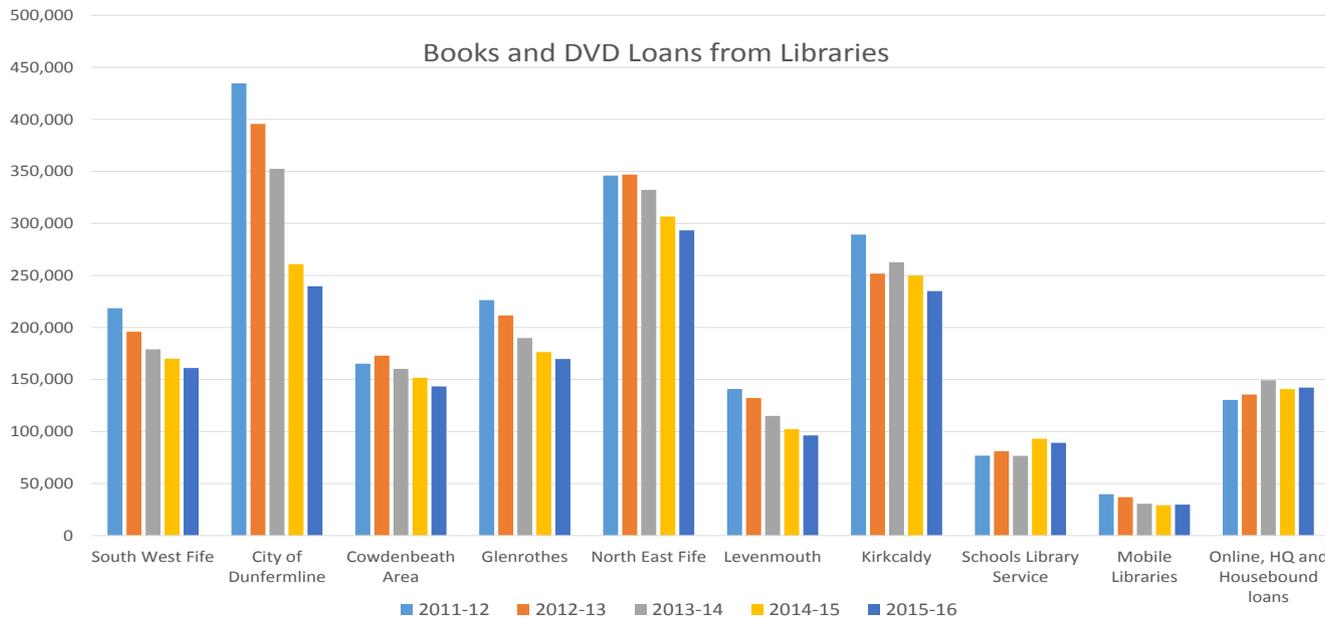
2015/16 saw the start of implementation of our plans to transform Fife's library network to secure its long term future. This work proved to be intensely time consuming and involved significant political and local consultation which led ultimately to the decision to close 16 libraries by Fife Council, allowing Fife Cultural Trust to re-shape the remaining network to better position it as a modern and sustainable Library service with community at its core.

In general, Library book and DVD loans are down following the national trend, though

2015/16 saw less of a decline than the previous year with a total of **1,599,366** compared with **1,680,674** in 2014/15.

One significant drop in performance actually indicated a very positive change. Kelty Library closed for 12 weeks in order to move the library to its new integrated facility and modern, bright and friendly library space.

Online renewals have remained stable but requests for books online rose by 19% demonstrating the continuing popularity of convenient online access.



# Libraries

Overall our libraries remain very well connected with both their local schools and communities and we boast an extensive library catalogue, with customers having a choice of over **530,000** books, talking-books and DVDs as well as downloadable eBooks and eAudiobooks for adults and children. We have **104** active Readers' Groups and customers can get online with free wifi in every library, and over **240** public computers.

Alongside our library network we offer Mobile Libraries and a Home Delivery Service for people who struggle to visit us due to age, isolation or mobility issues.

In 2015 more Fife youngsters took part in the national Summer Reading Challenge than in any other area of Scotland. A staggering **6,259** children joined, including **651** new members, with **3,585** completing the Challenge. They borrowed **159,105** books and **1,231** came to one of our Summer library events.

Our 7th annual **Big Book Brains Quiz** saw a record sign up, with **117** Teams from Fife Primaries taking part. Following heats, and a nail-biting final, Torryburn Primary emerged victorious. Overall **3,500** children from **121** schools read **17,500** books in just 6 weeks!

Live streaming allowed **44** schools to join remotely, answer questions and win prizes!

**Bookbug** sessions increased, with **16,403** people joining the **807** events - up around **30%**. Community outreach saw us offer **56**



sessions and we supported our partners to hold a further **81** sessions. These attracted **2935** participants, a massive increase of 128% on 2014/15. Our new story-centred **Bookbug+** Project introduced **25** supported sessions for vulnerable or hard to reach families across Fife.

***“My son has loved coming along to the sessions, he has had a great time and also developed new social skills.”***

# Libraries

**Harry Potter Night** saw **7** libraries offer creative book displays and spooky activities. Our enchanting events were enjoyed by **233** fans.



Fife author and GP Gavin Frances took **48** Oakley Library users on a fascinating anatomical journey as part of British Science Week, with his award-winning book “Adventures in Human Being”.

Finally, our unique ‘Taste of...’ events offered new stimulating experiences. Kirkcaldy Galleries ‘Taste of Something Delicious’ combined readings with chocolate tastings while St Andrews Library hosted a ‘Taste of Gin’, both great partnership events with local suppliers.



# Focus ON

- Health and Wellbeing
- Children & Young People
- Business Development & Creative Economy

## Health & Wellbeing

Fife Cultural Trust recognises the wider role that cultural activity plays in enhancing the quality of life and wellbeing of individuals.

As an organisation committed to enriching the lives of people living in Fife we strive to provide cultural activities which are meaningful and stimulating and have significant experience of working collaboratively with NHS Fife on many of our activities.

In 2015/16 the Partnerships & Business Development Team continued to deliver the groundbreaking **Cultural Prescriptions Service** across Fife. Developed in partnership with NHS Fife in 2012, it exists to offer clients with stress, anxiety and mild depression the opportunity to take part in a variety of free creative classes to enable them to learn new skills and increase their confidence and resilience.

***‘I liked the company, meeting people and discussing books and poems’***

With support from Fife Council Area Committees, classes were held in Dunfermline, Glenrothes, Lochgelly and St Andrews teaching subjects such as Wellbeing Through Meditation, Arts & Crafts, Cookery and Jewellery Making.

Most classes achieved a **70%** attendance rate

with the majority of the **120** places in each block booked out.

***“I know that the groups are small and may seem unimportant to ‘normal people’ but for the people who attend them, they are a lifeline.”***

Our **Book Prescription Service**, run in partnership with our Library Service, also supports individuals suffering from mild to moderate mental health issues such as anxiety and depression.



During 2015/16 **2,093 books** were issued, with **39** new members from across Fife signing up.

Further health programmes that we provide include **Walk ON**, aimed at those seeking to improve their mental and physical health by combining walking and reading.

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## Health & Wellbeing

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The first Walk ON sessions took place in August 2015 in Leven and Dalgety Bay and between then and February 2016, **30** sessions took place with a total of **326** attendances.

***‘great exercise for the body and mind’***

Partnership working is core to our service development and delivery and this year we delivered **The Wellbeing Conference – A Culture of Kindness** with NHS Fife.

Held at Lochgelly Centre the event was attended by **135** people and offered a diverse programme featuring a series of inspirational speakers and workshops as well as a performance by Suit & Pace which taught audiences the importance of looking after themselves so they can then do a good job of looking after others.

Another success has been our **Dance Leadership Programme** attended by **250** young people across Fife. Offered in tandem with Active Schools the project’s aim was to encourage children and young people to become more active, particularly teenage girls, through the medium of dance.

***“100% more effective than any medicine”***

**80** participants enjoyed **3** new Days of Dance events while **60** took part in Dance Leader events. Across Fife’s **21** high schools there are now **2** Girl Ambassadors who actively promote Dance Leadership. The growing interest in dance projects among young people was reflected by the sell-out performance of **‘Fife 6,7,8’** a schools dance performance which showcased the talents of **2,800 young people**.



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## Children & Young People

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Fife Cultural Trust recognises the integral role of children and young people in relation to the future provision of cultural activities in Fife and as such they are a key focus of our audience development plan.

From toddlers to teenagers we strive to connect with them through the performances and activities we run across our venues and communities and aim to capture their imaginations ensuring they remain engaged with our services for years to come.

One such children-centred creative initiative

is the ever popular **Totfest** which returned to our four theatres in November, offering captivating shows and two fantastic fun family days for youngsters aged 0-6 on the theme of 'Connecting Communities'. Run in partnership with Fife Youth Arts our smallest audience members were able to let their imagination go wild during the engaging performances and activities which included balloon forests, messy play, dressing up, a teddy bears picnic and much more.

***“Completely irresistible” The Herald***



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# Children & Young People

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We also aim to engage with teenagers through a number of youth-focused programmes and performances such as Scotland's **National Festival of Youth Theatre** which returned to Rothes Halls in August for a fifth consecutive year.

The three day event, produced by Youth Theatre Arts Scotland in partnership with Fife Cultural Trust, is the largest platform for youth theatre performance anywhere in the

UK, which illuminates the talents of over **100** young people.

Key to our youth provision is **Fife Youth Arts** which, since its creation in 2014 has been led by a core team of young people and young volunteers known as Connectors and Directors, who play a vital part in the governance, development and delivery of the entire organisation.



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# Children & Young People

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During 2015/16, activities have engaged with Fifers of all ages, with **4,622 having participated** during the length of the project, the highest engagement number for Creative Youth Arts Hubs funded at the same time across Scotland.

Highlights have included:

- The innovative '**7 Wonders of Fife**' project where local youngsters devised, wrote, photographed and starred in a comic story book encapsulating all that is wonderful



about Fife.

- The Filmpoem project which led to skills in writing in poetry, short film making and image capture.
- Participation at the Edinburgh Fringe with a host of performances in partnership with Youth Music Theatre Scotland, Collision Theatre, Highland Youth Arts Hub, Bel Canto Voices and All or Nothing.
- A whole host of taster sessions, workshops, exhibitions and performances aimed at offering the young people of Fife the opportunity to engage in activities which developed their creative skills and enhanced confidence.

Skills development is at the core of our approach to preparing young people for their future in the work place and we have hosted ongoing **Training** opportunities for young people to help develop their skills and confidence with everything from Modern Apprenticeships to Internships and work experience placements on offer. The **Talent Academy** pilot was one of those opportunities, offered in partnership with Fife Council's Enterprise Team, where 5th & 6th year pupils, mentored by industry professionals took full responsibility for the planning, creation and delivery of a production that would be open to the public.



THE HUMAN SPIRIT  
LIVES ON CREATIVITY &  
DIES IN CONFORMITY  
& ROUTINE.

**Vilayat Inayat Khan**

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## Business Development & Creative Economy

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Imaginative thinking lies behind all our business and service development plans and we are proud to consistently deliver new ideas which raise our profile in Fife's communities and which generate new streams of income.

In October 2015 we appointed a new Commercial and Business Development Officer to identify and develop retail, funding and sponsorship opportunities and to explore ways in which our venues can add value to events such as weddings, conferences and exhibitions. Profits from trading activities mandated back to the Trust to support its charitable goals have grown by 56% since our establishment in 2012 and by 19% between 2015 and 2016 .

Customers are at the very heart of our service provision and in the last year we have reinforced our commitment to customer service excellence by investing in an internationally recognised training programme, **WorldHost**, which provides a gold standard in customer service training for any business that relies on day-to-day interaction with customers for success. By 31 March 2016, **125** members of staff had been trained and over the course of the next year all key staff will receive training.

In business, we continue to create partnerships and secure sponsorship and business support which is fundamental to the continued growth and success of our services, securing more than **£12,000** in financial support from Hiscox, Muller Wiseman and SHELL in the last year. Additionally we are indebted to **The Friends of Kirkcaldy Galleries** who work tirelessly to support us.

We are keen to support the development of creatives in Fife and continue to manage and co-ordinate '**Create in Fife**', a hub of **625** individuals and businesses from across Fife's creative industries. The provision of promotional opportunities, training and advice continue to be of immense value to a sector that remains under resourced. In the last year we have supported a number of initiatives whose highlights include the worldwide creative networking phenomenon, **Pecha Kucha**. Launched in February 2016 at Fire Station Creative, it offers creative individuals a unique opportunity to pitch their business or idea using 20 slides of 20 seconds.

Hosted at Kirkcaldy Galleries, **Fife Art Exhibition** attracted **243** entries from talented artists across the Kingdom and welcomed **14,149** visitors.

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# Business Development & Creative Economy

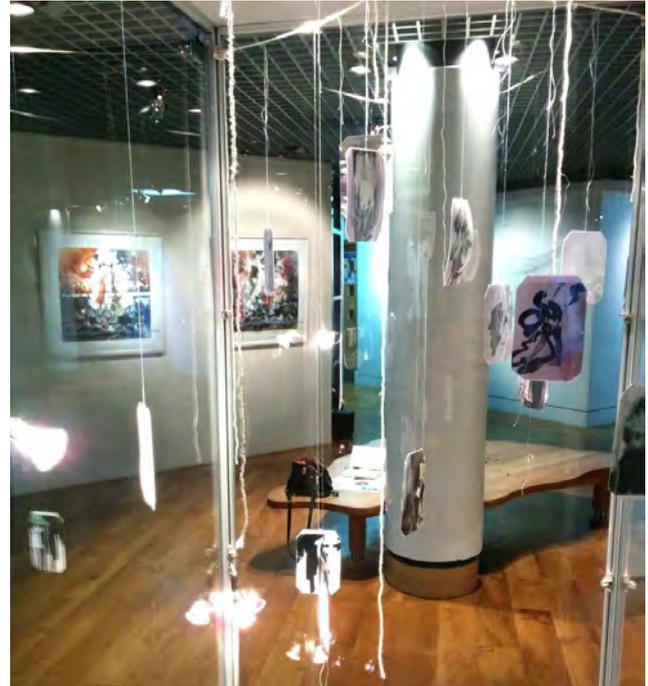
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Previous winners include Jack Vettriano and the late Ian Wilkie, whose artworks were commissioned by rock stars such as Sting and Eric Clapton.



This year's winners were Sumatran Tiger by **Stephen Hutchison**, Blairhall Colliery by **George Beckwith**, Technicolour Blur by **Ailsa Grandison**, Fishing off Fife Coast by **William Dow**, X Factor by **Francis Crichton** and Falkland Hill by **Andrea McMillan**.

Local artists across Fife are also supported via our **FifeSpace and FotoSpace Galleries** in Rothes Halls and Lochgelly Centre where we continue to host a range of exhibition opportunities for both established and emerging artists.



Additionally we work in partnership with Fife Contemporary Art & Craft to co-ordinate Fife's **Visual Artist and Craft Maker awards** which are jointly funded by Creative Scotland, Fife Council and Fife Cultural Trust.

An investment of **£25,000 was secured** which supported **36** talented amateur artists with project grants, mentoring and development programmes.

# Finance

- Review of the year
- Financial Plans for future periods
- Governance Architecture

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## Review of the year

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This, the third full year of trading for Fife Cultural Trust, generated a total of **£11,204,137** in income which, after accounting for pension liabilities, generated a small trading surplus of £11,205 or 0.1% of income.

80% of the Trust's main funding is provided by a management fee from Fife Council with the balance being self-generated. This makes it atypical of a standard Trust model in being unable to generate an operating cost reserve.

Notwithstanding this funding pattern, Fife Cultural Trust is committed to building its own financial sustainability and the Trustees and Executive Team are acutely aware that the current financial environment for the Trust will continue to require careful cost control and income optimisation, both of which will remain key priorities.

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

The contractual outcomes and outputs Fife Cultural Trust is required for deliver to Fife Council are set out in a Services Agreement which defines clearly the services the Trust is required to deliver.

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## Financial Plans for future periods

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We continue to work on the delivery of our Financial Strategy which was agreed by the Board and with Fife Council, with key elements including the transformation of the libraries network to better meet the needs of customers whilst ensuring sustainability of service. As such, the closure of 16 libraries has been agreed by Fife Council, and the fundamental reshaping and modernisation of our libraries network has already commenced. A number of Alternative Library Delivery models have been proposed in communities where libraries have closed and we are actively supporting such endeavours alongside Fife Council.

The changes to our library services are predicated on the implementation of a voluntary severance scheme, and the Financial Strategy also requires the delivery of a range of efficiencies and income generating activities to deliver the remaining £813,000 of a total savings requirement from Fife Council of £1.7m (representing a 19% reduction in Management Fee since the Trust establishment). The Financial Strategy will be largely implemented by early 2018/19.

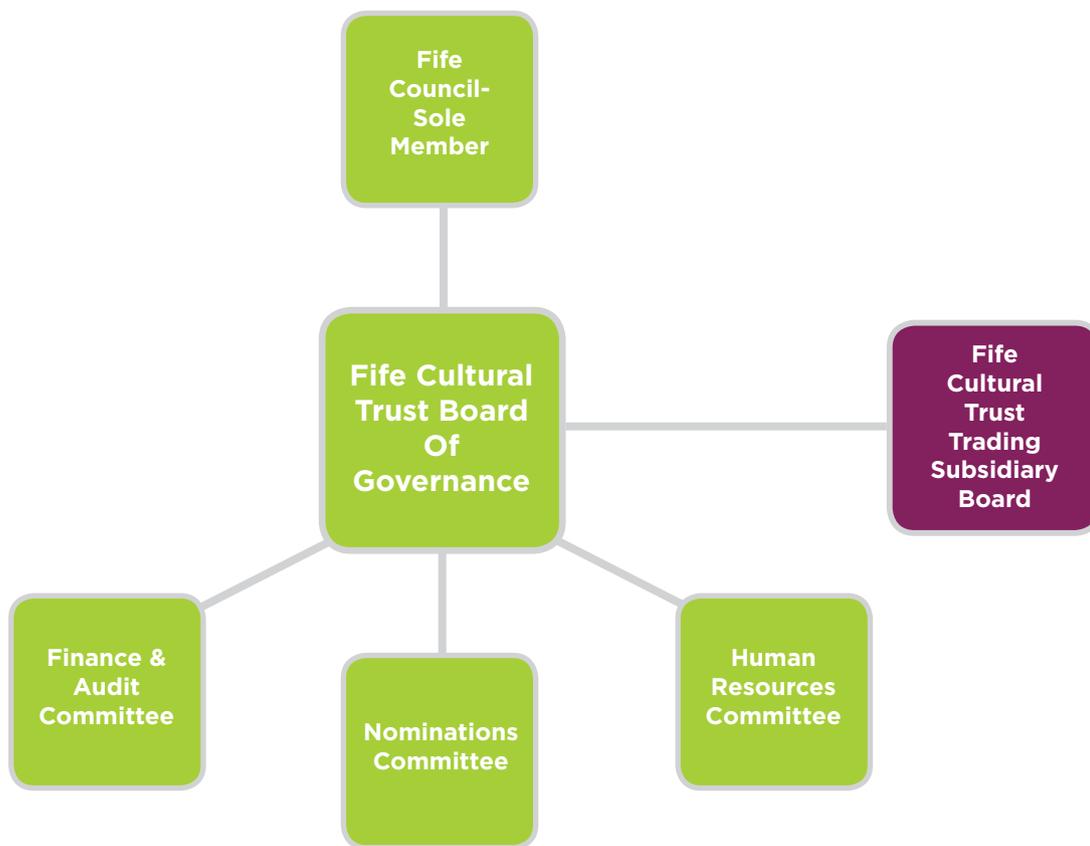
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# Governance Architecture

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Fife Cultural Trust has dual accountability to both Companies House and the Office of the Scottish Charity Regulator (OSCR) and this accountability requires and emphasises the need for strong governance across the Trust.

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



CULTURE  
IS THE PROCESS BY WHICH  
A PERSON  
BECOMES  
THAT THEY ALL  
WERE CREATED CAPABLE  
OF BEING

Thomas Carlyle



ENRICHING LIVES IN FIFE

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