

The Royal Scottish Country Dance Society

Trustees' report and financial statements for the year ended 31 March 2020

Scottish Charity Number: SC016085
Company number: SC480530

Contents

	Page
Reference and administrative details	1
Trustees' report	2
Independent auditor's report	13
Statement of financial activities	16
Balance sheet	17
Statement of cash flows	18
Notes to the financial statements	19

The following appendices do not form part of the statutory financial statements

Appendix 1	Detailed Income statement – All Funds	39
Appendix 2	Detailed Income statement - General Fund only	45
Appendix 3	Allocation matrix	46

Reference and administrative details

Charity name: The Royal Scottish Country Dance Society
Scottish Charity registration number: SC016085
Company limited by guarantee: SC480530

Registered Office:

The registered office of The Royal Scottish Country Dance Society is 12 Coates Crescent, Edinburgh, EH3 7AF.

Trustees

The following persons held office as Trustees, wholly or partially, during the period from 1st April 2019 through the Annual General Meeting, held on 2nd November 2019, and up to 31st March 2020.

Andrew Kellett	Chair
Lorna Ogilvie	Chair Elect
Peter Knapman	Convenor, Membership Services Committee
Malcolm Brown	Convenor, Education & Training Committee demitted office 2 nd November 2019
Anne Taylor	Convenor, Education & Training Committee elected 2 nd November 2019
Joana Stausberg	Convenor, Youth Services Committee
William Cant	Treasurer
Clive Warren-Smith	demitted office 2 nd November 2019
Trevor Clarke	demitted office 2 nd November 2019
Sue Ronald	
Theresa MacVarish Clark	
Linda Gaul	
Gary Coull	
Roy Bain	
Neil Copland	appointed 23 rd November 2019

Executive Management

Clare MacGregor	Office Manager	appointed 3 rd June 2019
-----------------	----------------	-------------------------------------

Advisors

The Society's principal professional advisors are:

Accountants	MHA Henderson Loggie, 11-15 Thistle Street, Edinburgh, EH2 1DF
Auditor	Alexander Sloan, 50 Melville Street, Edinburgh, EH3 7HF
Bankers	Triodos Bank, Deanery Road, Bristol, BS1 5AS HSBC, 82-84 High Street, Perth, PH1 5TH
Solicitors	Lindsays WS, 19A Canning Street, Edinburgh, EH3 8HE
Investment Managers	Aberdeen Standard Capital Ltd, 1 George Street, Edinburgh, EH2 2LL

Trustees' report *(continued)*

OBJECTIVES AND ACTIVITIES

The objects of The Royal Scottish Country Dance Society (herein after referred to as the Society or RSCDS) are to: -

- (a) advance the education of the public in traditional Scottish country dancing and its music;
- (b) preserve and further the practice of traditional Scottish country dancing and its music.

The Society aims to achieve its objectives by: -

- Promoting and encouraging Scottish country dancing for all ages and abilities;
- Providing technical support to Scottish country dancing by maintaining high standards of teaching, training musicians and publishing explanatory documentation;
- Supporting and widening the network of RSCDS Branches and other Scottish dance groups.

A Mission Statement and set of Strategic Aims (to March 2020) were agreed between the Management Board, staff and members in 2015.

Mission: To grow a vibrant worldwide community of Scottish dance and music through the following Strategic Aims:-

1. To promote Scottish country dance and related dance forms as inclusive and exciting activities;
2. To build the number, capacity and networking of branches and other dance groups who share our Aims, to help them grow and deliver Scottish country dance activity;
3. To maintain and develop high standards of teaching of Scottish country dance and music, including the development of dance and music for all ages and abilities;
4. To enable enjoyable and high quality Scottish country dance opportunities for all ages and abilities worldwide;
5. To strengthen and improve the RSCDS, including its governance and long term financial viability, to enable it to deliver on the above Aims.

These have been reported on every year, with a progress update presented to members prior to the AGMs in 2017, 2018 and 2019. A concluding report has been posted on the website. The Strategic Aims of this plan have been used by the Board as the basis for a new Business Plan that will cover the period 2020-24.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Historical information

The Society was formed in 1923 as the Scottish Country Dance Society, becoming The Royal Scottish Country Dance Society in 1951. The Society was, until 1 April 2015, an unincorporated association, recognised as a Scottish Charity (SC016085) since 1969. The Net Assets of the unincorporated association were transferred to the charitable company, The Royal Scottish Country Dance Society (company number SC480530) on 1 April 2015 and the Society has operated as a charitable company from that date.

Governance structure

The Society is governed in accordance with relevant UK laws and regulations, including those specifically applicable to Scottish charities; and in further order of precedence: -

- a) the charitable company's Articles of Association;
- b) the charitable company's Rules and Procedures;
- c) motions passed by the Society in General Meeting;
- d) decisions made by the Management Board (hereinafter referred to as the Board).

The Board is the governing body of the Society and sets its strategic direction. The Board met five times during the year. Between meetings, policy and executive decisions were taken by the Chair or a senior team, comprising the Chair, Chair Elect, Treasurer and Office Manager, with the Board being consulted whenever necessary. The senior team also met with the Management Committee Convenors to coordinate the Society's operational activities. The Office Manager is responsible for the smooth operation of the office and the management of staff.

Trustees' report *(continued)***Appointment of Trustees**

Elections are held annually by the Society in General Meeting. Only Society members aged 18 or over can be elected to the Board and, when elected, automatically become Trustees. The Chair Elect is elected for two years then confirmed as Chair for two years. The Treasurer is appointed at the Annual General Meeting and serves for three years, which can be renewed once for a further three years. Management Committee Convenors and up to nine other members of the Board are elected for three years. Vacancies on the Board can be filled by appointment. On 31 March 2020 there were twelve members of the Board.

All Trustee positions are voluntary and unpaid, as are all positions on the Management Committees, working groups and panels.

Society membership

The Society is based in Scotland with a single office in Edinburgh and a worldwide membership. Members form independently controlled Local Associations traditionally named Branches, which link to the Society by a Licence Agreement. Many UK Branches are registered charities. Most members pay their Society subscription through their Branch, a small number pays its subscription direct to the office. Traditionally they are known as Headquarters members. Membership is open to all persons aged 12 years and over with an interest in the Society's objectives.

Description	2020	2019	2018	2017	2016	2015
Branch members	11,066	10,995	10,879	11,334	11,463	11,818
HQ members	222	232	252	287	292	301
Total members	11,288	11,227	11,131	11,621	11,755	12,119
Branches/Local Associations	159	159	158	158	161	159
Affiliated Groups	298	307	317	314	317	316
Teachers' Associations	3	3	3	3	3	3
Annual adult members	10,255	10,204	10,074	10,539	10,688	10,976
Annual joint members % of above	31%	30%	30%	30%	30%	30%
Young adult (18-24)	108	112	104	107	86	95
Youth (12-17)	67	64	71	60	59	56
Half-year adults	184	144	115	126	107	96
Total paying members	10,614	10,524	10,364	10,832	10,940	11,223
Life members	674	703	767	789	815	896
Total members	11,288	11,227	11,131	11,621	11,755	12,119

There was an overall increase in membership of 61 during the year. Since 1 July 2019, 1,081 new members have joined 146 Branches. This suggests that over 1,000 members did not re-new their membership.

Trustees' report *(continued)*

Committee structure

Under article 48 of the Society's Articles of Association, the Board has delegated some of its responsibilities to standing Management Committees.

Committee Convenors, Convenors Elect (elected at the beginning of the final year of each Convenor's tenure) and Committee members are elected by the Society at the Annual General Meeting. Convenors are also members of the Board and Convenors Elect may attend Board meetings as observers. The Committees and their responsibilities are:

Education and Training Committee

Remit: to advise the Board on matters concerning the standards and performance of Society dances, examinations and tests; implementing policy on education and training, including organising Scottish country dancing schools; running examinations for future teachers of Scottish country dancing (herein after referred to as SCD) and administering medal tests for children and young people. The Committee currently comprises a Convenor and eight other members.

Membership Services Committee

Remit: to develop and update instructional literature and other relevant material pertinent to the interests of the Society; conducting and disseminating research in furtherance of the Society's objectives; and dealing with matters relating to members, Branches and Affiliated groups. The Committee currently comprises a Convenor, the Music Director (who is appointed by the Board) and six other members.

Youth Services Committee

Remit: to advise the Board on policies and strategies to engage children and young people with SCD and music worldwide; researching, developing and evaluating the impact of activities and services for young dancers; supporting and promoting continuing professional development training and activities for teaching young people and developing SCD and music within a contemporary arts environment. The Committee currently comprises a Convenor, and six other members.

Panels and Working Groups

The Board is also advised on specific topics by Panels of appointed members with expertise in the subject. Most prominent amongst the Panels is the: -

Finance and Governance Advisory Panel

Remit: to meet on at least two occasions each year to support and monitor the processes for internal and external audit and to scrutinise plans and arrangements for good corporate governance (including risk management) along with the annual budget and financial audit. The Panel currently comprises the Treasurer (Management Board member) and four members approved by the Board.

In addition to Panels, the Board and Management Committees create Sub-Committees and Working Groups (WGs) to manage aspects of the Society's business. These include the Schools Sub-Committee, the Autumn Gathering WG, the Scottish Schools WG, the Centenary WG and the Marketing WG.

Key Management Personnel

The Trustees consider the Board, the Office Manager and the Finance Officer as the Key Management Personnel (KMP) with regard to directing, controlling and running the charity's daily activities. Details of the total remuneration paid to the KMP are disclosed in the Notes to the accounts. The salaries of the KMP are reviewed annually by the Board. The Trustees serve voluntarily. No Trustee remuneration was paid during the year. Details of Trustees' expenses and related party transactions are disclosed in Notes 12 and 27 in the accounts.

Branches

RSCDS Branches are independently constituted but share the same aims as the Society and are linked to the Society through a Licence Agreement. They deliver on many of the Society's strategic objectives by promoting Scottish country dancing and music in their local area, teaching people to dance and providing opportunities for dancers to develop their skills and to experience the health and social benefits of Scottish country dancing.

Trustees' report *(continued)***ACHIEVEMENTS AND PERFORMANCE DURING THE YEAR**

The activities reported here would not have been possible without the hard work and dedication of many people, most of whom give their time and skill to the Society for no financial reward. The Board is deeply grateful to the Committees, office staff, Branches, teachers, musicians and members who keep the spirit of Scottish country dancing alive and share the message of "fitness, fun and friendship" with the public at large.

Events**Spring Fling**

In 2019, Spring Fling (for young dancers) and its companion event Spring Fringe were held in Paris. The Fling had 150 participants from 16 countries, and the Fringe was attended by 82 dancers with many more on a waiting list. The local organising team worked hard to ensure the success of the weekend. Highlights included the French-based band of young musicians for the Friday night dance. The weekend concluded with a ceilidh and contra dance open to the public.

	April 2019	April 2018	April 2017	April 2016	April 2015
Attendees	150	145	70	92	75

Summer School

The annual Summer School was held over four weeks in St Andrews during July and August 2019. Instruction in Scottish dance and music, along with a variety of social activities, was provided to 626 participants who attended from a total of 29 countries. There were two courses for musicians, one with an emphasis on playing in groups for social dancing, while the other focused on playing for classes.

Junior Summer School (JSS) had 19 participants, who happily took part in some of the evening dances. The youth class for 12 – 18 year olds had 32 dancers. The participants in the two classes were a mix of British, continental European and Northern American young people.

	July 2019	July 2018	July 2017	July 2016	July 2015
Attendees	626	652	661	633	637

Autumn Gathering

The newly named Autumn Gathering (formerly AGM and Conference weekend) was held in Perth at the start of November 2019. Activities included the formal Society AGM, informal discussions, a ball, two dances and classes. Among them were a teachers' conference on the Friday followed by an evening dance with a programme of popular dances; a Saturday morning class, a choice of a Nice n' Easy dance or Ball on Saturday evening and on Sunday morning a class preceded by a presentation on historical aspects of Scottish country dancing and music.

	Nov 2019	Nov 2018	Nov 2017	Nov 2016	Nov 2015
AGM Delegates	136	236	164	162	175
Friday Dance	423	335	379	454	411
Saturday Ball	430	387	426	483	446

Trustees' report *(continued)*

Winter School

In February 2020, 124 people attended Winter School in Pitlochry. Dancers attended morning classes taught by four UK-based teachers, optional presentations and dancing in the afternoon and social dances in the evening. The School culminated in a ball at Blair Castle with music provided by the excellent course musicians.

	Feb 2020	Feb 2019	Feb 2018	Feb 2017	Feb 2016
Attendees	124	149	132	167	130

Outreach Events

In April 2019, the Society collaborated with the BBC, Scottish Ballet and other dance organisations on Dance Passion, a multi-media platform for dance. In August 2019, the BBC filmed an item with Judy Murray for *Celebrity Antiques Road Trip* at Summer School. In January 2020, the Society ran a successful ceilidh in conjunction with the Celtic Connections festival in Glasgow.

Teaching, Examinations and Assessments

Examinations

There were 58 candidates for the Unit 1 theory exam, which is the first stage of obtaining the teacher qualification, and 43 candidates passed the final stage to receive the Teaching Certificate. These newly qualified teachers will support established groups and, by starting new classes, help to promote SCD to new dancers. Over 700 teachers responded to a call for details to be included in a new register of RSCDS teachers. This will be compiled in 2020-21 and will be used to offer development courses and, with the permission of the teachers, make information available to the public. Two new examiners completed the necessary accompanied examinations to enable them to become fully qualified examiners. The examiners ensure that all our new teachers have reached a satisfactory standard that is consistent across the globe.

Numbers	2019/20	2018/19	2017/18	2016/17	2015/16
Unit 1	58	55	71	66	52
Unit 5	43	35	20	29	34

Some revisions were made to the Core Training for Instructors course, which delayed its implementation. This is now scheduled for late 2020, and is aimed at teachers of social and general groups with the option of an assessment at the end of the course.

Medal Tests and the Dancing Achievement Award (DAA)

The Society has continued to hold graded dancing tests for children in the UK and North America. Known as "Medal Tests", the children are awarded medals for each grade achieved, which encourages them to improve their knowledge as well as their standard of dancing. 138 children took the Tests during the year.

This year, 78 dancers were assessed for the "Dancing Achievement Award". The Awards encourage dancers to improve their own dancing and strive to achieve the standards set by the Society.

	2019/20	2018/19	2017/18	2016/17	2015/16
Medal Test	138	236	271	313	255
DAA Intermediate	42	44	74	48	89
DAA Advanced	24	56	34	22	35
DAA V Advanced	12	9	10		

Countries taking part in Examinations, DAA and Medal Tests included: UK, USA, Canada, Japan, Australia, New Zealand, Russia, Italy, France and Cyprus.

Trustees' report *(continued)*

Publications, Recordings and Music

The Membership Services Committee published *Thirty Popular Dances, Volume Two* in November 2019. The contents of this publication were based on a survey of the Society's membership. The book comprised popular dances that have 'stood the test of time', and contained dances not previously published by the RSCDS as well as some of the more popular RSCDS dances. This book included additional information about the background to the dances, their devisors and musicians associated with the original tunes. Two CDs were released for this publication, one containing new recordings for the dances that had previously not been published by the Society and the second CD using RSCDS archive recordings.

The final combined volume of *The Imperial Book of Scottish Country Dances, Volumes 4, 5 and more* was published in July 2019.

The Committee continued an initiative begun by Teachers' Association Scotland to publish a book of dances aimed at children's festivals. It is being written in language that helps school teachers and others with no or little previous knowledge of Scottish country dancing to organise and teach children in some straightforward country dances.

Progress was made on the Video Project, which is aimed at providing online videos of all dances published by the RSCDS.

Young dancers

Scottish Schools Working Group

The Scottish Schools Working Group (SSWG) met with Mr John Swinney, Scottish Deputy First Minister with responsibility for Education and Skills, and subsequently had several meetings with senior officials at Education Scotland. SSWG were assured of practical support for their strategy to increase participation in Scottish country dancing in schools across Scotland, using RSCDS digital resources, and working with Sport Scotland's Active Schools programme. Both Continuing Professional Development for teachers, and an input to Primary Teacher Training courses, beyond the current pilot operating in Dumfries through the University of Glasgow, were envisaged. To support these initiatives the RSCDS is seeking external funding for the first three years of implementation.

In September 2019, SSWG exhibited at the Scottish Learning Festival in Glasgow. Over 2 days around 100 visitors from schools and universities showed interest in the work of SSWG and its resources.

Schools Accreditation

The aim of the Schools Accreditation Programme is to encourage schools to participate in ceilidh and Scottish country dancing using the *Jigs and Reels* pack. Schools are rewarded with certificates at Bronze, Silver and Gold levels and their pupils receive a pin badge. Hopefully, this leads to schools participating in the RSCDS Medal Tests and dancing at local festivals. In 2019-20, 60 schools and over 2,000 pupils took part in the programme with 1,371 Bronze, 265 Silver and 160 Gold accreditations awarded.

Youth Services

The Youth Services Committee (YSC) invited branches and affiliated groups to participate in Global Youth Week in late November 2019. There was a good response with ceilidhs, children's classes and performances. Rowan, the Youth Services mascot, appeared on merchandising in the RSCDS shop from April 2019. The range of products includes shoe bags, note books, badges and stickers. In March 2019, YSC sponsored a workshop entitled 'How to Survive a Scottish Country Dance' at the annual Inter Varsity Folk Dance Festival run by British university folk dance societies. The band for the evening dance was also sponsored by the RSCDS.

Trustees' report *(continued)*

Marketing and Communications

Website

A new RSCDS website was launched in March 2019. It provides a modern platform for promoting SCD and an efficient means of sharing information with members and potential dancers, including simple guidance on how to do some Scottish country dance basics along with accompanying videos showing steps and formations both in formal and informal styles. The music director has provided information on tune types and how music fits the dance including audio examples and music terminology. Webpages which complement the most recent publication, 'Thirty Popular Dances Volume 2', have now been added along with volunteer recruitment pages aimed at encouraging more nominations for places on the Board and Management Committees. Additional features will continue to be added to the website over the next few years.

During the year, there were 87,685 visitors to the website.

Social Media

The Society was active on social media platforms raising the profile of SCD and promoting RSCDS events and merchandise.

Overall on YouTube, people viewed our videos 418,551 times during the period. The top performing playlists included: Book 52, Dance Passion and the DAA dances.

On Twitter, the top tweets during this period were around Scottish country dancing on BBC *Countryfile*, *The Celebrity Antiques Road Trip* featuring Judy Murray and Dance Passion.

On Facebook, there were 4,463 page likes during the year.

On Instagram, the top performing posts during the period were around Winter School, the Queen's Garden Party and the Celebrity Antiques Road Trip.

Scottish Country Dancer magazine

Two issues of the members' magazine, *Scottish Country Dancer*, were produced during the year. This publication connects dancers worldwide. As well as keeping members up to date with RSCDS activities and initiatives, it is a showcase for Branch successes and gives members a forum to express their individual views. *Scottish Country Dancer* is published in hard copy, but 578 members opted to receive it digitally.

Archive

There was a significant increase in the number of donations to the Archive, including dance bibliography, video and audio recordings, photographs and general memorabilia. The digitisation of the video tape and film collection has been completed and several files have been posted on the RSCDS Archive channel. Work has begun on digitising non-RSCDS Scottish dance magazines and sheet music. The Archivist gave presentations at the Autumn Gathering and Winter School. He has been assisted by other volunteers who help with cataloguing and indexing the collections.

Governance

Risk Management

The Board reviews the Society's Risk Register annually, and in 2019 judged that staff were being managed well by the new Office Manager, the Society's financial position was closely monitored by the Treasurer and awareness of computer security had improved following advice from an IT support company. The greatest threat to the Society was the long-term trend of declining membership. In November 2019 the AGM approved a Board proposal to reduce subscriptions coupled with a recommendation that Branches increase their fee to make more money available to encourage recruitment locally.

Trustees' report *(continued)*

Premises

A ten year schedule of maintenance exists and will continue to be reviewed.

Two rooms in the basement were let for a two month period over the summer to one of our IT providers. This was a successful experiment which we intend to build on in the future.

Ethical and Environmental Policy

Members were able to receive *Scottish Country Dancer* in digital format if they wished. 30% of attendees at Board and Committee meetings did so via video-conferencing facilities.

RSCDS investments are managed by Aberdeen Standard Capital, whose parent company is a signatory to the United Nations Principles for Responsible Investment and the UK Stewardship Code. It is also a member of Climate Action 100+, a group of asset managers who are driving the largest emitters of greenhouse gases to take action on climate change.

The Impact of Covid-19

The RSCDS responded swiftly to the coronavirus pandemic. The office was closed on 13 March and staff began working remotely from home the following week. Also on 13 March, Branches were advised to make the welfare of dancers and musicians their priority when deciding whether or not to continue with local events. The Board met virtually on 21 March and cancelled Summer School 2020 and agreed with the local organisers to cancel the two Spring Flings scheduled for May 2020. On 27 March, the first in a series of weekly e-newsletters entitled *Dance Scottish At Home* was issued to provide members and other dancers and musicians with some entertainment and to help them stay in touch while staying safe.

PLANS FOR THE FUTURE

The necessary social distancing measures, which have been introduced by Governments across the world to restrict the spread of the virus, have disrupted Scottish dancing globally and will damage the Society's ability to deliver on its objectives. The full scale and longevity of their impact will become apparent during 2020-21 but it is certain that the Society's income will be reduced significantly and there will be fewer opportunities to promote SCD and recruit members. In response the Board intends:

- To review central costs and take steps to reduce expenditure.
- To sustain the interest of members and other dancers and musicians in SCD and the Society through *Dance Scottish At Home*, podcasts, on-line classes, website pages, a week long virtual celebration of Scottish dance in the summer and a virtual festival in the autumn.
- To help branches prepare for a resumption of dancing with advice and guidance.
- To continue with projects central to the Society's charitable purpose, including
 - The development of Scottish dancing in Scottish schools
 - A register of SCD teachers
 - A new qualification for SCD instructors
 - Dance and music publications, both print and digital
- To plan for the RSCDS Centenary in 2023

In the Board's judgement, these measures combined with the Society's long term assets and well-established governance structures will ensure that the RSCDS remains a going concern throughout 2020-21 and into the foreseeable future.

Trustees' report *(continued)***FINANCIAL REVIEW for the year 1 April 2019 to 31 March 2020**

At 31 March 2020, the Society's net worth of £1,816,912 (2019: £1,898,211) was represented by the undernoted Funds:

Fund	31 March 2020	31 March 2019
General Fund	782,722	821,278
Jean Milligan Memorial Fund	172,345	185,461
Development Fund	186,370	208,649
Designated Assets Fund	666,562	673,834
Aitkenhead Fund	2,268	2,286
Restricted Fund	6,645	6,703
Total net worth	£1,816,912	£1,898,211

The value of these funds is supported by the value of the Society's holdings of investments, property, (12 Coates Crescent) and cash at hand and on deposit, all shown in the Balance Sheet.

Results for the year

The results for the year ended 31 March 2020 are that, as indicated within the Statement of Financial Activities on page 16, the Society reported a deficit of £46,717 (2019: surplus £47,504) before losses on investments of £34,582 (2019: gains £53,639). This year's result was anticipated and reflects a less financially successful Summer School and continued investment in website capability. The General Fund which accounts for the charity's main activities showed a deficit of £6,843 (2019: surplus £56,268).

The Society's main source of income is the annual subscription. The subscriptions accounted for in the financial year, £197,343 (2019: £205,203) show a modest fall reflecting an increased number of joint memberships and half year memberships. Actual membership numbers are shown on page 3 and are more indicative of the membership trends. No legacies were received but there was an increase in the donations including one specifically for the Archives.

Investment income increased to £34,600 (2019: £33,270) reflecting the healthy level of dividend income from the Society's investment portfolio with Aberdeen Standard Capital. Cash on deposit, reflecting the Society's irregular cash flow, earned a slightly increased return.

Contributions

Income from Summer School was down significantly from the previous year as a result of reduced numbers and a mix of ages which saw a very welcome increase in the number of young people, who pay a lower rate. However, costs remained at a similar level to the previous year, resulting in a decreased contribution. Winter School saw a modest reduction in numbers attending, expenses also decreased, resulting in a modestly reduced contribution. These events, especially Summer School, are central to our mission of promoting Scottish Country Dancing, but they must make a reasonable contribution to cover the cost of organising these events.

Revenue from the sale of books, CDs and other products was £63,309, down significantly from 2019 (£77,209). 30 Popular Dances Vol 2 was timed for release later in the year with a different market from the traditional new book. Direct costs were up due to reduced margins on new products. Money was spent from both the General and Development Funds developing the Scottish Schools initiative highlighted elsewhere.

Operating costs

Income generated at the Autumn Gathering was similar to the previous year, but the direct expenses were less giving an improved contribution. Magazine costs rose due to increasing distribution costs. Marketing costs were lower than the previous year, as we did more inhouse, while we spent more on the archives, supported by a specific gift.

Trustees' report *(continued)***Operating costs** *(continued)*

Support costs of £407,299, are down compared to the previous year, £418,194. The main operating cost is employee salaries and benefits which shows a modest 1% increase over the previous period reflecting reduced overtime and no temporary staff. Printing costs have fallen as a result of increased electronic communication. Bank charges have fallen as cheaper alternative services are utilised. The continuing depreciation of the website is reflected in the charge to the Designated Assets Fund

Development Fund

Money from this fund was spent to further develop the new website and to support the Scottish Schools Working Group.

Jean Milligan Memorial Fund.

There was cash sitting in this fund which allowed expenditure on bursaries for young people in excess of the regular income. As a result, this cash balance has been reduced. In future the extent of bursaries and grants will be more dependent on the income of the fund.

Investment Policy and Returns

All of the Society's investments are managed by Aberdeen Standard Capital and they have performed ahead of the markets. These investments are held in the Aberdeen Standard Capital (Offshore) Income Fund. Aberdeen Standard Investments, the parent company of Aberdeen Standard Capital, manages investments in the responsible manner referred to elsewhere.

The investments rose in value during 2019 but fell during the final quarter of our financial year as a result of the Covid-19 crisis. They show a loss in value over the financial year of £34,582 (2019: gain £53,639). This represents a fall of 3.7% (2019: gain 5.4%). This is a creditable performance given the stockmarket falls seen in March. The risk profile of the portfolios is medium high, as a result of the weighting in equities. This has supported the good level of income. Quarterly reports measuring performance against a series of benchmarks are prepared and reviewed by management.

Reserves Policy

The Reserves Policy was regularly reviewed to clarify our position on unrestricted and designated reserves. Unrestricted reserves of at least 6 months are to be held to fully cover contractual commitments of RSCDS, including staff costs and other contracted costs with suppliers plus the costs of paying for the annual Summer School at St Andrews. For the end of year results for this financial year, we have met this required target of reserves which would be the equivalent of £570,000 (2019: £550,000) The Trustees also consider it prudent to set a minimum reserve in the designated funds, of £100,000 in the JMM Fund and £100,000 in the Development Fund, to ensure that the Society can invest these sums to generate income for the Society and to ensure the long-term ability to deliver on the aims of promoting Scottish Country Dancing. The Board has concluded that the current level of reserves, taking account of planned expenditure and the current, economic situation, meet with the reserves policy both in the unrestricted and designated funds.

Conclusion

As I have noted before, the nature of the Society's operations means that a modest increase or decrease in Summer School, Winter School, or Autumn Gathering numbers can have a disproportionate impact on the year end outcome. This year's deficit of £46,717 (before losses on investments of £34,582) reflects the fall in Summer School numbers, the fall in commercial activity through the shop and the continuing depreciation of the website.

In normal circumstances this would result in a plea for more effort to ensure a consistent operating surplus to support the Society's aims, objectives and future plans. However, these are not normal times. A budget has been produced which reflects reduced subscriptions and modest investment income as the only sources of income, while difficult decisions will have to be made to reduce expenditure. As a result of the foresight of our predecessors, the Society has reserves shown in the Balance Sheet and some of these will be used to support the Society over the coming year.

Trustees' report *(continued)*

STATEMENT OF TRUSTEES' RESPONSIBILITIES

Company law requires the Trustees to prepare financial statements for each financial period which give a true and fair view of the state of affairs of the charity and of its incoming resources and application of resources for that period.

The Trustees 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).

In preparing financial statements giving a true and fair view, 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, 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.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charity's auditor is unaware, and
- the Trustees have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

AUDITOR

A resolution proposing that Alexander Sloan be reappointed as the charity's auditor will be put to the Annual General Meeting on 7 November 2020.

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

This report was formally approved by the Trustees on 27 June 2020 and signed on their behalf by:

Andrew Kellett

Andrew Kellett
Trustee/Chairman

Independent Auditor's Report to the Members and Trustees of The Royal Scottish Country Dance Society

Opinion

We have audited the financial statements of The Royal Scottish Country Dance Society for the year ended 31 March 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and 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 Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report, other than the financial statements and our Auditor's Report thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Independent Auditor's Report to the Members and Trustees of The Royal Scottish Country Dance Society *(continued)*

Opinion on other matter prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report, for the financial year for which the financial statements are prepared, is consistent with the financial statements, and
- the Trustees' Annual Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our 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' Annual 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 opinion:

- the charitable company has not kept proper and adequate accounting records 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' Annual Report and take advantage of the small companies exemption in preparing the Strategic Report.

Responsibilities of Trustees

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

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under Chapter 3 of Part 16 of the Companies Act 2006 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Independent Auditor's Report to the Members and Trustees of The Royal Scottish Country Dance Society *(continued)*

Use of our report

This report is made solely to the charitable company's Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charity's Trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's Members and Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's Members as a body, and the charitable company's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Alan Cunningham

1/7/2020

Alan Cunningham BA CA (Senior Statutory Auditor)
for and on behalf of
Alexander Sloan
Accountants and Business Advisers

50 Melville Street
Edinburgh
EH3 7HF

Alexander Sloan is eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006.

Statement of financial activities *(including income and expenditure account)*
for the year ended 31 March 2020

	Note	Unrestricted Funds £	Designated Funds £	Restricted Funds	Total 2020 £	Unrestricted Funds £	Designated Funds £	Restricted Funds £	Total 2019 £
Income									
Donations and legacies	2	3,021	4,238	-	7,259	1,643	45,376	-	47,019
Other trading activities	3	3,512	-	-	3,512	3,570	-	-	3,570
Charitable activities	4	773,431	-	-	773,431	854,660	-	-	854,660
Investment income	5	29,011	5,450	139	34,600	27,880	5,246	144	33,270
Total income		808,975	9,688	139	818,802	887,753	50,622	144	938,519
Expenditure									
Raising funds	6	(5,788)	(266)	(28)	(6,082)	(3,711)	(1,865)	(26)	(5,602)
Charitable activities	7	(810,030)	(49,407)	-	(859,437)	(827,774)	(57,639)	-	(885,413)
Total expenditure		(815,818)	(49,673)	(28)	(865,519)	(831,485)	(59,504)	(26)	(891,015)
Net income/(expenditure) before other recognised gains and losses		(6,843)	(39,985)	111	(46,717)	56,268	(8,882)	118	47,504
Net gains/(losses) on investments		(27,837)	(6,576)	(169)	(34,582)	43,775	9,599	265	53,639
Net income/(expenditure) before transfers		(34,680)	(46,561)	(58)	(81,299)	100,043	717	383	101,143
Gross transfers between funds	24	(3,876)	3,876	-	-	(2,335)	2,335	-	-
Net movement in funds		(38,556)	(42,685)	(58)	(81,299)	97,708	3,052	383	101,143
Reconciliation of funds									
Total funds brought forward		821,278	1,070,230	6,703	1,898,211	723,570	1,067,178	6,320	1,797,068
Total funds carried forward		782,722	1,027,545	6,645	1,816,912	821,278	1,070,230	6,703	1,898,211

The notes on pages 19 to 38 form an integral part of these financial statements.

Balance sheet
as at 31 March 2020

	Notes	2020 £	2020 £	2019 £	2019 £
Fixed assets					
Intangible assets	13		37,399		46,759
Tangible assets	14		629,163		627,075
Investments	15		900,412		940,876
			1,566,974		1,614,710
Current assets					
Stocks	16	30,928		27,172	
Debtors	17	14,478		22,604	
Cash in bank and at hand	18	585,638		645,672	
		631,044		695,448	
Creditors:					
amounts falling due within one year	19	(381,106)		(411,947)	
Net current assets			249,938		283,501
Total net assets			1,816,912		1,898,211
Funds					
<i>Unrestricted income funds:</i>					
General	23		782,722		821,278
Designated	24		1,027,545		1,070,230
<i>Restricted income funds</i>	25		6,645		6,703
Total Charity Funds			1,816,912		1,898,211

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

These financial statements were approved and authorised for issue by the Trustees on 27 June 2020 and signed on their behalf by:

Andrew Kellett

Andrew Kellett
Chairman

William Cant

WA Cant
Treasurer

Registered number: SC480530

The notes on pages 19 to 38 form an integral part of these financial statements.

Statement of cash flows
for the year ended 31 March 2020

	2020 £	2020 £	2019 £	2019 £
Cash flows from operating activities (Note 28)		(75,278)		19,303
Cash flows from investing activities				
Investment income received	34,600		33,270	
Payments to acquire investments	(7,500)		-	
Receipts from sale of investments	6,619		3,009	
Movement on cash in investments	681		(3,095)	
Purchase of intangible assets	(15,280)		(20,629)	
Purchase of tangible assets	(3,876)		(2,335)	
Net cash from investing activities		15,244		10,220
Increase/(decrease) in cash and cash equivalents in the year		(60,034)		29,523
Cash and cash equivalents at the beginning of the year		645,672		646,149
Total cash and cash equivalents at the end of the year		585,638		645,672
Cash and cash equivalents comprise:				
Cash at bank		585,638		645,672

Notes to the financial statements
for the year ended 31 March 2020**1. Accounting policies**

The following accounting policies have been applied consistently in dealing with the items which are considered material in relation to the charity's financial statements.

Charity status and statutory information

In June 2014, the registered charity formed *The Royal Scottish Country Dance Society*, a company limited by guarantee which on 1 April 2015, acquired the activities, assets, liabilities and commitments of the previous unincorporated association of the same name.

The assets acquired by the charitable company included the office premises at 12 Coates Crescent, Edinburgh which were valued independently and transferred to the charitable company's ownership at that valuation.

The registered office and principal place of business is 12 Coates Crescent, Edinburgh, EH3 7AF.

Basis of preparation and statement of compliance

The financial statements have been prepared under the historic cost convention. The charity is a company limited by guarantee, incorporated in Scotland. The financial statements have been prepared in accordance with applicable accounting standards, the Statement of Recommended Practice FRS102 (SORP FRS102) – "Accounting and Reporting by Charities" (revised 2015) and comply with the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 and the Companies Act 2006 (as amended).

The charity meets the definition of a public benefit entity under FRS 102.

The financial statements are presented in UK sterling, and rounded to the nearest whole pound.

Going concern

The Trustees are obliged to consider the appropriateness of the going concern assumption when preparing the financial statements. Given that the Covid-19 pandemic has created a degree of uncertainty, the Trustees have assessed its potential impact on the finances and future of the charity. Further disclosure regarding the Trustees' assumptions and decisions taken thus far to mitigate its impact are detailed in the Trustees' Report. Consequently, the Trustees believe that there are no material uncertainties affecting the charity's ability to continue as a going concern and, accordingly, the financial statements are prepared on a going concern basis.

Fund accounting

Funds are classified as either Restricted Funds or Unrestricted Funds, defined as follows:

Restricted Funds are funds subject to specific requirements as to their use which may be declared by the donor or with their authority or created through legal processes, but still within the wider objects of the charity.

Unrestricted Funds are expendable at the discretion of the Trustees in furtherance of the objects of the charity. If parts of the Unrestricted Funds are earmarked at the discretion of the Trustees for a particular purpose, they are designated as a separate fund. This designation has an administrative purpose only and does not legally restrict the Trustees' discretion to apply the fund.

Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Notes to the financial statements *(continued)*
for the year ended 31 March 2020**1. Accounting policies** *(continued)***Income** *(continued)*

Donations are recognised when the charity has evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably. Entitlement usually arises immediately upon receipt, however, in the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Legacy gifts must be recognised when it is probable that it will be received. This is normally following the granting confirmation, when the administrator/executor of the estate has communicated in writing both the amount and settlement date and any conditions attached to the legacy are either within the control of the charity or have been met. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title to the asset having been transferred to the charity.

Income from government and other grants, whether 'capital' or 'revenue' in nature, are recognised when the charity has unconditional entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably. Unconditional entitlement will be achieved once any performance or other conditions attached to the grants have been met, or fulfilment of those conditions is wholly within the control of the charity. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the Balance Sheet as deferred income to be released.

Income tax recoverable on Gift Aid donations is recognised when the respective donation has been recognised and the recoverable amount of income tax can be measured reliably; this is normally when the donor has completed the relevant Gift Aid declaration form. Income tax recoverable on Gift Aid donations is allocated to the same fund as the respective donation unless specified by the donor.

Income from charitable activities includes income earned both from the supply of goods or services under contractual arrangements and from performance-related grants which have conditions that specify the provision of particular goods or services to be provided by the charity. Income from charitable activities is recognised as earned (as the related goods or services are provided).

Income from other trading activities includes income earned from both trading activities to raise funds for the charity and income from fundraising events and is recognised when the charity has entitlement to the funds, it is probable that these will be received and the amounts can be measured reliably.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Dividends are recognised when the shareholder's right to receive payment is established, measured at the fair value receivable. Generally, this is upon notification by the investment advisor once the dividend has been declared.

Other income represents income that cannot be reported under the other analysis headings provided within the Statement of Financial Activities and is recognised when the charity is entitled to the income, it is probable that it will be received and the amount can be measured reliably by the charity.

Notes to the financial statements *(continued)*
for the year ended 31 March 2020**1. Accounting policies** *(continued)***Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured or estimated reliably.

Liabilities are measured on recognition at historical cost and then subsequently measured at the best estimate of the amount required to settle the obligation at the reporting date. The exception is that certain financial instruments must be adjusted to their present value; these include financial liabilities where settlement is deferred for more than 12 months after the reporting date.

Expenditure on raising funds includes all expenditure incurred by a charity to raise funds for its charitable purposes. It includes the costs of all fundraising activities and events together with those costs incurred in seeking donations, grants and legacies and investment management costs.

Expenditure on charitable activities includes all costs incurred by the charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities. The costs of charitable activities presented in the Statement of Financial Activities includes the costs of both direct service provision and the payments of grant awards if applicable.

Other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities and is recognised when it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Support costs are incurred supporting the charity's activities and include expenditure associated with administrative and finance functions, business support, HR, IT and governance. These support functions are shared across the charity's activities and are apportioned across those activities in order to arrive at the full cost for each reported activity. The method of apportionment adopted by the charity are outlined in the notes to the financial statements.

Governance costs (which are included as a component of support costs in accordance with the SORP) comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include those related to constitutional and statutory requirements, external scrutiny (audit or independent examination), strategic management, and other legal and professional fees.

The charity is partially exempt for VAT. A separate expenditure category is included for any VAT which cannot be fully recovered.

Financial instruments

The charity only has financial assets and financial 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 with the exception of bank loans which are subsequently measured at the carrying value plus accrued interest less repayments. The financing charge to expenditure is at a constant rate calculated using the effective interest method.

Intangible assets

The useful economic life of intangible assets, the charity's website, is reviewed annually.

Notes to the financial statements *(continued)*
for the year ended 31 March 2020**1. Accounting policies** *(continued)***Tangible fixed assets**

Tangible fixed assets are measured initially at cost. The charity's property was revalued at 1 April 2015 on the charity becoming a charitable company. The valuation at 1 April 2015 is regarded as the property's deemed cost. The charity has a policy of capitalising individual assets costing more than £1,000. Depreciation is provided at the following rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows:

Fixtures, fittings and equipment - 33% straight line
Land and buildings are not depreciated

The charity's building is not depreciated as it is deemed to have a useful life in excess of 50 years and an estimated residual value which would make any depreciation charged immaterial. The Trustees have assessed the appropriateness of the estimate residual value at the year end and believe that the net book value does not exceed the recoverable amounts of the building.

Impairment of Fixed Assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment annually, and whenever there is an indication that the asset may be impaired.

Fixed asset investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the Balance Sheet date using the closing quoted market value. The Statement of Financial Activities includes the net gains and losses arising on revaluation and disposals throughout the year.

Stock

Stock is valued at the lower of cost and estimated net realisable value. Provision is made for slow-moving stock where year-end stock quantities are in excess of three times sales made in the last full year.

Debtors

Debtors are measured at their recoverable amounts, being the amount the charity anticipates it will receive in settlement of the debt (net of any discounts offered and provision against bad debt). Prepayments are valued at the amount prepaid at the reporting date.

Cash and Cash equivalents

Cash at bank and in hand includes all cash equivalents held in the form of short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Creditors

Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of economic benefit - generally in the form of a cash payment - to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due. If there is an unconditional right to defer payment for more than 12 months from reporting date then they are presented as non-current liabilities.

Notes to the financial statements *(continued)*
for the year ended 31 March 2020**1. Accounting policies** *(continued)***Deferred income**

The charity receives income during the accounting year from Membership subscriptions in furtherance of the charity's objectives. Where such income is deferred, it is accounted for as a liability, shown on the Balance Sheet as deferred income and released to income in the reporting period to which the Membership subscriptions relate. As at 31 March 2020, deferred income also includes income received for the charity's Summer School (14 July to 11 August 2020) and for Exams, which will be released to income during the year ending 31 March 2020. See also Note 20.

Pensions

The pension costs charged in the financial statements represent the contribution payable by the charity during the year.

Operating lease

Rentals payable under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

Critical accounting estimates and judgements

In the application of the Trust's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

Notes to the financial statements *(continued)*
*for the year ended 31 March 2020***2. Donations and legacies**

	Unrestricted £	Designated £	Restricted £	Total 2020 £	Unrestricted £	Designated £	Restricted £	Total 2019 £
Donations	3,021	4,238	-	7,259	1,643	2,420	-	4,063
Legacies	-	-	-	-	-	42,956	-	42,956
	<u>3,021</u>	<u>4,238</u>	<u>-</u>	<u>7,259</u>	<u>1,643</u>	<u>45,376</u>	<u>-</u>	<u>47,019</u>

3. Other trading activities

	Unrestricted £	Designated £	Restricted £	2020 £	Unrestricted £	Designated £	Restricted £	2020 £
Advertising	3,512	-	-	3,512	3,570	-	-	3,570
	<u>3,512</u>	<u>-</u>	<u>-</u>	<u>3,512</u>	<u>3,570</u>	<u>-</u>	<u>-</u>	<u>3,570</u>

Notes to the financial statements *(continued)*
*for the year ended 31 March 2020***4. Income from charitable activities**

	Unrestricted £	Designated £	Restricted £	2020 £	Unrestricted £	Designated £	Restricted £	2019 £
Subscriptions								
Membership subscriptions	197,343	-	-	197,343	205,203	-	-	205,203
Generated income								
<i>Educational events and activities</i>								
Summer School	388,948	-	-	388,948	420,019	-	-	420,019
Winter School	94,233	-	-	94,233	107,420	-	-	107,420
Spring Fling	1,745	-	-	1,745	18,176	-	-	18,176
Examinations and training	7,096	-	-	7,096	5,067	-	-	5,067
Medal tests	2,879	-	-	2,879	4,316	-	-	4,316
Sales of CDs, music and books	63,309	-	-	63,309	77,209	-	-	77,209
Rental income	1,008	-	-	1,008	-	-	-	-
	559,218	-	-	559,218	632,207	-	-	632,207
<i>Information and dancing services</i>								
Autumn gathering	16,870	-	-	16,870	17,225	-	-	17,225
Special events	-	-	-	-	25	-	-	25
	16,870	-	-	16,870	17,250	-	-	17,250
Total	773,431	-	-	773,431	854,660	-	-	854,660

Notes to the financial statements *(continued)*
*for the year ended 31 March 2020***5. Investment income**

	Unrestricted £	Designated £	Restricted £	2020 £	Unrestricted £	Designated £	Restricted £	2019 £
Income from listed investments	24,170	5,450	139	29,759	23,754	5,237	144	29,135
Interest received	2,338	-	-	2,338	1,723	9	-	1,732
Royalties and commission	2,503	-	-	2,503	2,403	-	-	2,403
	<u>29,011</u>	<u>5,450</u>	<u>139</u>	<u>34,600</u>	<u>27,880</u>	<u>5,246</u>	<u>144</u>	<u>33,270</u>

6. Raising funds

	Unrestricted £	Designated £	Restricted £	2020 £	Unrestricted £	Designated £	Restricted £	2019 £
Investment management costs	5,788	266	28	6,082	3,711	1,865	26	5,602
	<u>5,788</u>	<u>266</u>	<u>28</u>	<u>6,082</u>	<u>3,711</u>	<u>1,865</u>	<u>26</u>	<u>5,602</u>

Notes to the financial statements *(continued)*
for the year ended 31 March 2020**7. Expenditure on charitable activities**

	Unrestricted £	Designated £	Restricted £	2020 £	Unrestricted £	Designated £	Restricted £	2019 £
<i>Activities undertaken directly</i>								
<i>Educational events and activities</i>								
Summer School	271,850	11,210	-	283,060	264,453	13,652	-	278,105
Winter School	55,348	-	-	55,348	63,356	1,440	-	64,796
Spring Fling	-	777	-	777	16,198	420	-	16,618
Examinations and training	8,591	-	-	8,591	4,663	540	-	5,203
Medal tests	3,191	-	-	3,191	2,900	750	-	3,650
Cost of sales of CDs, music and books	25,100	-	-	25,100	23,810	-	-	23,810
Royalties and commission	5,804	-	-	5,804	5,274	-	-	5,274
	369,884	11,987	-	381,871	380,654	16,802	-	397,456
<i>Information and dancing services</i>								
Autumn gathering	12,433	-	-	12,433	15,390	-	-	15,390
Special events	735	6,992	-	7,727	1,461	10,108	-	11,569
Scottish schools working group	3,786	4,000	-	7,786	-	-	-	-
Magazine	32,262	-	-	32,262	29,512	-	-	29,512
Marketing publicity and communication	4,815	-	-	4,815	6,531	4,651	-	11,182
Archives	5,244	-	-	5,244	2,110	-	-	2,110
	59,275	10,992	-	70,267	55,004	14,759	-	69,763
Carried forward	429,159	22,979	-	452,138	435,658	31,561	-	467,219

Notes to the financial statements *(continued)*
for the year ended 31 March 2020**7. Expenditure on charitable activities**

	Unrestricted £	Designated £	Restricted £	2020 £	Unrestricted £	Designated £	Restricted £	2019 £
Brought forward	429,159	22,979	-	452,138	435,658	31,561	-	467,219
Support costs								
Staff costs (Note 11.1)	235,275	-	-	235,275	231,928	-	-	231,928
Property	18,833	-	-	18,833	20,989	-	-	20,989
Insurance	5,716	-	-	5,716	5,600	-	-	5,600
Printing and stationery	2,036	-	-	2,036	3,241	-	-	3,241
Postage and telephone	19,881	-	-	19,881	18,945	-	-	18,945
Equipment, software and support	21,300	-	-	21,300	22,597	-	-	22,597
Accounting support	6,660	-	-	6,660	6,305	-	-	6,305
Subscriptions	1,733	-	-	1,733	1,554	-	-	1,554
Travel costs	1,934	-	-	1,934	1,280	56	-	1,336
Consulting	-	-	-	-	1,805	400	-	2,205
Bad debts	-	-	-	-	2,358	-	-	2,358
Depreciation	-	26,428	-	26,428	-	25,622	-	25,622
Banking charges	11,555	-	-	11,555	13,068	-	-	13,068
Irrecoverable VAT	31,649	-	-	31,649	36,230	-	-	36,230
<i>Governance costs:</i>								
Legal fees	750	-	-	750	12	-	-	12
Trustees' indemnity insurance	840	-	-	840	840	-	-	840
Auditor's remuneration	7,505	-	-	7,505	11,510	-	-	11,510
Management Board and Committee meetings	15,204	-	-	15,204	13,854	-	-	13,854
	380,871	26,428	-	407,299	392,116	26,078	-	418,194
Total expenditure on charitable activities	810,030	49,407	-	859,437	827,774	57,639	-	885,413

Notes to the financial statements *(continued)*
for the year ended 31 March 2020**8. Net income/(expenditure) for the year**

	2020 £	2019 £
<i>Net income/(expenditure) is stated after charging:</i>		
Depreciation and other amounts written off tangible assets	1,788	2,242
Depreciation and other amounts written off intangible assets	24,640	23,380
Auditor's remuneration:		
Audit fee	7,505	11,510

9. Analysis of charitable expenditure by activity

2020	Activities undertaken directly £	Support costs £	2020 Total £
Activity			
Education events and activities	381,871	285,110	666,981
Information and dancing	70,267	122,189	192,456
	452,138	407,299	859,437
2019	Activities undertaken directly £	Support costs £	2019 Total £
Activity			
Education events and activities	397,456	292,736	690,192
Information and dancing	69,763	125,458	195,221
	467,219	418,194	885,413

10. Analysis of support costs by charitable activity

	Staff £	Premises £	Office overheads £	Deprecia- tion £	Governance £	2020 Total £
<i>Activity or programme</i>						
Educational activities (70%)	164,693	17,184	67,724	18,500	17,009	285,110
Information and dancing (30%)	70,582	7,365	29,024	7,928	7,290	122,189
	235,275	24,549	96,748	26,428	24,299	407,299
	Staff £	Premises £	Office overheads £	Deprecia- tion £	Governance £	2019 Total £
<i>Activity or programme</i>						
Educational activities (70%)	162,349	18,612	75,487	17,935	18,352	292,736
Information and dancing (30%)	69,578	7,977	32,352	7,687	7,865	125,458
	231,927	26,589	107,839	25,622	26,217	418,194

Support costs are allocated to educational activities and information and dancing services on the basis of staff time spent on each activity.

Notes to the financial statements *(continued)*
for the year ended 31 March 2020**11. Employee information****11.1 Employees**

	2020	2019
<i>Number of employees</i>		
The average monthly number of employees (based on head count) during the year was:		
Support staff	8	7
	2020	2019
	£	£
<i>Employment costs</i>		
Wages and salaries	204,100	178,131
Social security costs	15,866	14,355
Pension costs	9,746	8,537
Recruitment	21	10,989
Temporary staff	5,264	19,405
Staff training	278	511
	235,275	231,928

There were no employees who received remuneration of over £60,000 in the period.

The Key Management Personnel comprise the Trustees, the Office Manager and the Finance Manager. The total employee benefits of the key management personnel were £70,688 (2019: £46,446).

- 11.2** During the year ended 31 March 2020, the charity made employer contributions totalling £9,746 (2019: £8,537) for eight employees into a qualifying workplace pension scheme administered by NEST.

12. Trustees' remuneration and expenses

Eleven Trustees were reimbursed expenses of £5,408 (2019: *Thirteen Trustees, £5,276*) for attending meetings and £nil (2019: *£nil*) for conducting examinations or training courses. See also Note 27.

Trustee indemnity insurance was purchased on behalf of all the Trustees at a cost of £840 (2019: £840).

Notes to the financial statements *(continued)*
for the year ended 31 March 2020**13. Intangible fixed assets**

	Website costs
	£
<i>Cost</i>	
At 1 April 2019	70,139
Additions	15,280
Disposals	-
At 31 March 2020	85,419
<i>Amortisation</i>	
At 1 April 2019	23,380
Charge for year	24,640
Disposals	-
At 31 March 2020	48,020
<i>Net book value</i>	
At 31 March 2020	37,399
At 31 March 2019	46,759

Notes to the financial statements *(continued)*
for the year ended 31 March 2020**14. Tangible fixed assets**

	Land and buildings freehold £	Fixtures fittings and equipment £	Total £
<i>Cost</i>			
At 1 April 2019	625,000	15,459	640,459
Additions	-	3,876	3,876
Disposals	-	(13,124)	(13,124)
At 31 March 2020	625,000	6,211	631,211
<i>Depreciation</i>			
At 1 April 2019	-	13,384	13,384
Charge in year	-	1,788	1,788
Eliminated on disposal	-	(13,124)	(13,124)
At 31 March 2020	-	2,048	2,048
<i>Net book value</i>			
At 31 March 2020	625,000	4,163	629,163
At 31 March 2019	625,000	2,075	627,075

Notes to the financial statements *(continued)*
for the year ended 31 March 2020**15. Investments****15.1 Fixed asset investments**

	Listed investments £	Total £
<i>Fair value (market value)</i>		
At 1 April 2019	940,876	940,876
Additions	7,500	7,500
Disposals	(6,619)	(6,619)
Valuation changes	(34,582)	(34,582)
Other movement	(6,763)	(6,763)
At 31 March 2020	900,412	900,412
<i>Historic cost</i>		
At 31 March 2020	825,172	825,172

15.2 Analysis of investments

	2020 £	2019 £
<i>Market value at year end</i>		
Investments listed on a recognised stock exchange or held in common investment funds, open ended investment companies, unit trusts or other collective investment schemes	900,369	934,071
Cash held as part of the investment portfolios	43	6,805
Total	900,412	940,876

16. Stocks

	2020 £	2019 £
Stocks (CDs, music, books, etc.)	65,426	63,729
Provision for slow-moving stocks	(34,498)	(36,557)
	30,928	27,172

17. Debtors

	2020 £	2019 £
Trade debtors	1,262	8,584
Other debtors	1,740	242
Prepayments and accrued income	11,476	13,778
	14,478	22,604

Notes to the financial statements *(continued)*
for the year ended 31 March 2020

18. Bank and cash			2020	2019
			£	£
Current accounts			117,182	119,365
Deposit accounts			468,382	526,090
Cash at hand			74	217
			585,638	645,672
19. Creditors: Amounts falling due within one year			2020	2019
			£	£
Trade creditors			302,412	26,016
Other taxes and social security costs			4,715	6,030
Deferred income (see Note 20)			49,593	355,650
Other creditors			1,978	881
Accruals			22,408	23,370
			381,106	411,947
20. Deferred income	1 April 2019	Receipts in year	Released in year	31 March 2020
	£	£	£	£
Membership subscriptions	49,332	197,331	(197,395)	49,628
Spring Fling	-	1,745	(1,745)	-
Summer School	304,230	82,710	(386,940)	-
Exams	2,088	5,008	(7,096)	-
Medal tests / DAA	-	3,204	(2,879)	325
	355,650	289,998	(596,055)	49,593
21. Financial instruments			2020	2019
			£	£
Carrying amount of financial assets				
Financial assets measured at fair value through Statement of Financial Activities			900,412	940,876
Financial assets measured at amortised cost			588,640	654,498
Carrying amount of financial liabilities				
Financial liabilities measured at amortised cost			(326,798)	(50,267)
			1,162,254	1,545,107

Financial assets measured at fair value comprise listed investments. Financial assets measured at amortised cost comprise cash, trade debtors and other debtors.

Financial liabilities measured at amortised cost comprise trade creditors, accruals, and other creditors.

Notes to the financial statements *(continued)*
for the year ended 31 March 2020

22. Analysis of net assets between funds

Fund balances at 31 March 2020 as represented by:

	Unrestricted £	Designated £	Restricted £	2020 £	Unrestricted £	Designated £	Restricted £	2019 £
Intangible fixed assets	-	37,399	-	37,399	-	46,759	-	46,759
Tangible fixed assets	-	629,163	-	629,163	-	627,075	-	627,075
Investment assets	731,174	164,824	4,414	900,412	761,633	174,632	4,611	940,876
Current assets	432,654	196,159	2,231	631,044	471,592	221,764	2,092	695,448
Current liabilities	(381,106)	-	-	(381,106)	(411,947)	-	-	(411,947)
	<u>782,722</u>	<u>1,027,545</u>	<u>6,645</u>	<u>1,816,912</u>	<u>821,278</u>	<u>1,070,230</u>	<u>6,703</u>	<u>1,898,211</u>

23. Unrestricted Funds

	1 April 2019 £	Income £	Expenditure £	Transfers £	Investment losses £	31 March 2020 £
General Fund	821,278	803,899	(810,742)	(3,876)	(27,837)	782,722
	<u>821,278</u>	<u>803,899</u>	<u>(810,742)</u>	<u>(3,876)</u>	<u>(27,837)</u>	<u>782,722</u>
	1 April 2018 £	Income £	Expenditure £	Transfers £	Investment gains £	31 March 2019 £
General Fund	723,570	887,753	(831,485)	(2,335)	43,775	821,278
	<u>723,570</u>	<u>887,753</u>	<u>(831,485)</u>	<u>(2,335)</u>	<u>43,775</u>	<u>821,278</u>

Purposes of Unrestricted Funds

General Fund

The General Fund represents the charity's accumulated reserves and encompasses all income and expenditure relating to the charity's primary focus activities other than those for which funding is restricted.

Notes to the financial statements *(continued)*
for the year ended 31 March 2020**24. Unrestricted Designated funds**

	1 April 2019 £	Income £	Expenditure £	Transfers £	Investment losses £	31 March 2020 £
Jean Milligan Memorial Fund	185,461	8,787	(15,403)	-	(6,500)	172,345
Development Fund	208,649	-	(6,999)	(15,280)	-	186,370
Designated Assets Fund	673,834	-	(26,428)	19,156	-	666,562
Aitkenhead Fund	2,286	901	(843)	-	(76)	2,268
	<u>1,070,230</u>	<u>9,688</u>	<u>(49,673)</u>	<u>3,876</u>	<u>(6,576)</u>	<u>1,027,545</u>
	1 April 2018 £	Income £	Expenditure £	Transfers £	Investment gains £	31 March 2019 £
Jean Milligan Memorial Fund	185,777	7,008	(16,802)	-	9,478	185,461
Development Fund	202,783	43,002	(16,507)	(20,629)	-	208,649
Designated Assets Fund	676,492	-	(25,622)	22,964	-	673,834
Aitkenhead Fund	2,126	612	(573)	-	121	2,286
	<u>1,067,178</u>	<u>50,622</u>	<u>(59,504)</u>	<u>2,335</u>	<u>9,599</u>	<u>1,070,230</u>

Notes to the financial statements *(continued)*
for the year ended 31 March 2020***Purposes of Designated Funds******Jean Milligan Memorial Fund***

The Fund was set up in memory of one of the Society's co-founders and is used at the discretion of the Society to promote the aims of the Society. Disbursements are administered by the Jean Milligan Memorial Fund panel.

Development Fund

The Fund was set up in order to fund investments and spending designed to promote SCD and music and The Royal Scottish Country Dance Society membership in the long term. It is the policy of the Board that legacies and donations received in the year exceeding £1,000 which have no restrictions on their use are designated to this Fund.

Designated Assets Fund

The Fund represents the net book value of the charity's fixed and intangible assets that are not readily convertible into cash.

Aitkenhead Fund

The Fund was set up during the year ended 31 March 2018 in memory of a previous Chairman of the Society and is used, at the discretion of the Society, to support young people and their families to participate in Scottish Country Dancing events.

25. Restricted funds

	1 April 2019 £	Income £	Expenditure £	Transfers £	Investment losses £	31 March 2020 £
Porter Bequest	6,703	139	(28)	-	(169)	6,645
	=====	=====	=====	=====	=====	=====
	1 April 2018 £	Income £	Expenditure £	Transfers £	Investment gains £	31 March 2019 £
Porter Bequest	6,320	144	(26)	-	265	6,703
	=====	=====	=====	=====	=====	=====

Purposes of Restricted Funds***Porter Bequest***

The Porter Bequest is a permanent Endowment Fund from which the generated income provides a restricted scholarship to the Society's Summer School for dancers from the Canadian Maritime Provinces.

Notes to the financial statements *(continued)*
for the year ended 31 March 2020**26. Financial commitments**

At 31 March 2020, the charity had future minimum lease payments under non-cancellable operating leases as follows:

	2020 £	2019 £
Not later than one year	480	480
Later than one year and not later than five years	840	1,320
Total commitment	1,320	1,800

27. Related party transactions

During the year, the husband of a Trustee was reimbursed travel expenses of £112 for attendance at a Committee Meeting (2019: £127).

28. Cash generated from operations

	2020 £	2019 £
Net (expenditure)/income	(81,299)	101,143
Losses/(gains) on investments	34,582	(53,639)
Amortisation of intangible assets	24,640	23,380
Depreciation charge	1,788	2,242
Investment income less investment management fees	(28,518)	(27,668)
(Increase)/decrease in stock	(3,756)	4,130
Decrease/(increase) in debtors	8,126	1,599
(Decrease)/increase in creditors	(30,841)	(31,884)
	(75,278)	19,303

29. Covid-19

At the date on which the financial statements were approved, the full financial implications resulting from the Coronavirus (Covid-19) outbreak which has affected the UK from February 2020 were uncertain. Based on an expected change in the charity's operational activities in the short term and, having assessed the possible impact of Covid-19 on the charity's projected income, expenditure and its assets, the Trustees believe that the charity's assets are not materially impaired.

Notes to the financial statements *(continued)*
for the year ended 31 March 2020

The following pages do not form part of the statutory financial statements:

Appendices

- Appendix 1 Detailed Income statement – All Funds
- Appendix 2 Detailed Income statement – General Fund only
- Appendix 3 General Fund Allocation matrix

Appendix 1 - All Funds

Detailed income statement

for the year ended 31 March 2020

	Restricted Funds	Designated Funds				Unrestricted	Actual
	Porter Bequest £	Jean Milligan Fund £	Aitkenhead Fund £	Fixed Assets Fund £	Development Fund £	General Fund £	2020 Total £
Generated income							
Membership subscriptions	-	-	-	-	-	197,343	197,343
Donations	-	3,408	830	-	-	1,021	5,259
Trusts and Foundations	-	-	-	-	-	1,008	1,008
Investment income	139	5,379	71	-	-	26,508	32,097
Royalties & commissions	-	-	-	-	-	(3,301)	(3,301)
	139	8,787	901	-	-	222,579	232,406
Educational events							
Summer School	-	(11,157)	(830)	-	-	22,946	10,959
Winter School	-	-	-	-	-	11,650	11,650
Spring Fling	-	-	-	-	-	(8,407)	(8,407)
	-	(11,157)	(820)	-	-	26,189	14,202
Educational activities							
Examinations and training	-	-	-	-	-	(36,694)	(36,694)
Medal Tests	-	-	-	-	-	(10,464)	(10,464)
Sales of CDs, music & books	-	-	-	-	-	(5,782)	(5,782)
	-	-	-	-	-	(52,940)	(52,940)
Information & dancing							
Conference weekend	-	-	-	-	-	(12,482)	(12,482)
Special events, including YS activities	-	(3,993)	-	-	(2,999)	(4,120)	(11,112)
	-	(3,993)	-	-	(2,999)	(16,602)	(23,594)
Magazine	-	-	-	-	-	(28,750)	(28,750)
Marketing, publicity and communications	-	-	-	-	-	(4,815)	(4,815)
Scottish Schools Working Group	-	-	-	-	(4,000)	(3,786)	(7,786)
Archives	-	-	-	-	-	(3,244)	(3,244)
	-	-	-	-	(4,000)	(40,595)	(44,595)
Central Costs							
Staff	-	-	-	-	-	(78,817)	(78,817)
Property	-	-	-	-	-	(6,309)	(6,309)
Insurance	-	-	-	-	-	(1,915)	(1,915)
Printing & stationery	-	-	-	-	-	(682)	(682)
Postage & telephone	-	-	-	-	-	(6,661)	(6,661)
Equipment, software & support	-	-	-	-	-	(7,135)	(7,135)
Accounting support	-	-	-	-	-	(2,231)	(2,231)
Depreciation	-	-	-	(26,428)	-	-	(26,428)
Miscellaneous expenses	-	-	-	-	-	(1,228)	(1,228)
Banking charges	-	-	-	-	-	(3,871)	(3,871)
Irrecoverable VAT	-	-	-	-	-	(4,513)	(4,513)
	-	-	-	(26,428)	-	(113,362)	(139,790)

Appendix 1 - All Funds (continued)
Detailed income statement (continued)
for the year ended 31 March 2020

	Restricted Funds		Designated Funds			Unrestricted	Actual
	Porter Bequest	Jean Milligan Fund	Aitkenhead Fund	Fixed Assets Fund	Development Fund	General Fund	2020 Total
	£	£	£	£	£	£	£
Governance Costs							
Trustees' indemnity insurance	-	-	-	-	-	(840)	(840)
Legal and professional	-	-	-	-	-	(750)	(750)
Audit	-	-	-	-	-	(7,505)	(7,505)
AGM event and delivery/travel and accom	-	-	-	-	-	(6,573)	(6,573)
Management Board & FGAP meetings	-	-	-	-	-	(2,619)	(2,619)
E&T meetings	-	-	-	-	-	(5,944)	(5,944)
MS meetings	-	-	-	-	-	(850)	(850)
YS meetings	-	-	-	-	-	(437)	(437)
Annual Away Day/Training	-	-	-	-	-	(806)	(806)
	-	-	-	-	-	(26,324)	(26,324)
Investment management costs	(28)	(253)	(13)	-	-	(5,788)	(6,082)
Transfers	-	-	-	19,156	(15,280)	(3,876)	-
Net income/(expend)	111	(6,616)	58	(7,272)	(22,279)	(10,719)	(46,717)

Appendix 2 - General Fund only
Detailed income statement
for the year ended 31 March 2020

	Year ended 31 March 2020				Year ended 31 March 2019			
	Income	Direct costs	Overhead allocation	Net result	Income	Direct costs	Overhead allocation	Net result
	£	£	£	£	£	£	£	£
Generated income								
Membership subscriptions	197,343	-	-	197,343	205,203	-	-	205,203
Donations	1,021	-	-	1,021	1,643	-	-	1,643
Misc income	1,008	-	-	1,008	-	-	-	-
Investment income	26,508	-	-	26,508	25,477	-	-	25,477
Royalties & commissions	2,503	(5,804)	-	(3,301)	2,404	(5,274)	-	(2,870)
	228,383	(5,804)	-	222,579	234,727	(5,274)	-	229,453
Educational events								
Summer School	388,948	(271,850)	(94,151)	22,946	420,019	(264,453)	(90,422)	65,144
Winter School	94,233	(55,348)	(27,236)	11,650	107,420	(63,356)	(29,033)	15,031
Spring Fling	1,745	-	(10,152)	(8,407)	18,176	(16,198)	(10,638)	(8,660)
	484,926	(327,198)	(131,539)	26,189	545,615	(344,007)	(130,093)	71,515
Educational activities								
Examinations and training	7,096	(6,567)	(37,223)	(36,694)	5,067	(4,662)	(39,006)	(38,601)
Medal Tests								
Accreditation, DAA	2,879	(3,191)	(10,152)	(10,464)	4,316	(2,900)	(10,638)	(9,222)
Sales of CDs, music, books and other	63,309	(25,100)	(43,991)	(5,782)	77,209	(23,810)	(46,098)	7,301
	73,284	(34,858)	(91,366)	(52,940)	86,592	(31,372)	(95,742)	(40,522)
Dancing								
Conference weekend	16,870	(12,432)	(16,920)	(12,482)	17,225	(15,390)	(17,730)	(15,895)
Special events including YS activities	-	(736)	(3,384)	(4,120)	25	(1,461)	(3,546)	(4,982)
	16,870	(13,168)	(20,304)	(16,602)	17,250	(16,851)	(21,276)	(20,877)
Information								
Magazine and Ezine	3,512	(32,262)	-	(28,750)	3,570	(29,512)	-	(25,942)
Marketing, publicity & communications	-	(4,815)	-	(4,815)	-	(6,531)	-	(6,531)
Scottish Schools Working Group	-	(3,786)	-	(3,786)				
Archives	2,000	(5,244)	-	(3,244)	-	(2,110)	-	(2,110)
	5,512	(46,107)	-	(40,595)	3,570	(38,153)	-	(34,583)

Appendix 2 - General Fund only (continued)

Detailed income statement (continued)

for the year ended 31 March 2020

	Year ended 31 March 2020				Year ended 31 March 2019			
	Income	Direct costs	Overhead allocation	Net result	Income	Direct costs	Overhead allocation	Net result
	£	£	£	£	£	£	£	£
Central Costs								
Staff	-	(235,275)	156,458	(78,817)	-	(231,930)	154,234	(77,696)
Property	-	(18,833)	12,524	(6,309)	-	(20,989)	13,958	(7,031)
Insurance	-	(5,716)	3,801	(1,915)	-	(5,600)	3,724	(1,876)
Printing & stationery	-	(2,036)	1,354	(682)	-	(3,241)	2,155	(1,086)
Postage & telephone	-	(19,881)	13,220	(6,661)	-	(18,945)	12,598	(6,347)
Equipment, software & support	-	(21,299)	14,164	(7,135)	-	(22,597)	15,027	(7,570)
Accounting support	-	(6,660)	4,429	(2,231)	-	(6,305)	4,193	(2,112)
Miscellaneous expenses	-	(3,667)	2,439	(1,228)	-	(6,997)	4,653	(2,344)
Banking charges	-	(11,555)	7,684	(3,871)	-	(13,068)	8,690	(4,378)
Irrecoverable VAT	-	(13,472)	8,959	(4,513)	-	(24,927)	16,576	(8,351)
Directly attributable	-	(18,177)	18,177	-	-	(11,303)	11,303	-
	-	(356,571)	243,209	(113,362)	-	(365,902)	247,111	(118,791)
Governance Costs								
Trustees' indemnity insurance	-	(840)	-	(840)	-	(840)	-	(840)
Legal and professional	-	(750)	-	(750)	-	(12)	-	(12)
Audit	-	(7,505)	-	(7,505)	-	(11,510)	-	(11,510)
AGM event and delivery/travel and accom	-	(6,573)	-	(6,573)	-	(3,441)	-	(3,441)
Management Board & FGAP meetings	-	(2,619)	-	(2,619)	-	(5,263)	-	(5,263)
E&T meetings	-	(5,944)	-	(5,944)	-	(2,833)	-	(2,833)
MS meetings	-	(850)	-	(850)	-	(368)	-	(368)
YS meetings	-	(437)	-	(437)	-	(657)	-	(657)
Annual Away Day/Training	-	(806)	-	(806)	-	(1,292)	-	(1,292)
	-	(26,324)	-	(26,324)	-	(26,216)	-	(26,216)
Investment management costs	-	(5,788)	-	(5,788)	-	(3,711)	-	(3,711)
Net income/ (expenditure)	808,975	(815,818)	-	(6,843)	887,754	(831,486)	-	56,268

Appendix 3 - General fund

Allocation matrix

for the year ended 31 March 2020

	2020 Overhead allocation £	2019 Overhead allocation £
Total central costs per Appendix 2	356,571	365,902
Less: Irrecoverable VAT directly attributable to Winter School	(18,177)	(11,303)
Total central costs to be apportioned	338,394	354,599
Educational events		
Summer School	25.5%	25.5%
Winter School	5.0%	5.0%
Spring Fling	3.0%	3.0%
	33.5%	33.5%
Educational activities		
Examinations and training	11.0%	11.0%
Medal tests	3.0%	3.0%
Sales of CDs, music and books	13.0%	13.0%
	27.0%	27.0%
Information and dancing		
Conference weekend	5.0%	5.0%
Special events	1.0%	1.0%
	6.0%	6.0%
Total allocated as percentage	66.5%	66.5%

Contributions

The Society runs events and activities, which require substantial administrative effort (staff time) and other resources (website / database / accounting). A continually reviewed and refined cost allocation scheme has been used and the non-statutory Appendices attached to this Report and Accounts have been modified to reflect this and give some indication of the relative contributions from various activities. This approach allows the Management Board to identify areas where improved returns might be required.