

Registered number: 08036113
Charity number: 1149710

Derby Museums

Trustees' Report and Financial Statements

For the Year Ended 31 March 2025

Derby Museums
(A Company Limited by Guarantee)

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Reference and Administrative Details of the Company, its Trustees and Advisers
For the Year Ended 31 March 2025

Trustees	Elizabeth Fothergill, CBE, Chair Linda Sullivan Professor Keith McLay Dr Kiron Griffin Charlotte Holmes Andrew James Findlay Amanda Ellse Paul Hilsdon Emily Lonsdale Clare Foyle Alan Lindsey Anisha Parmar Andrew Taylor (appointed 28 February 2025) Kathryn Kozlowski (appointed 9 August 2024)
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Company registered number	08036113
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Charity registered number	1149710
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Registered office	Museum and Art Gallery The Strand Derby Derbyshire DE1 1BS
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Patron	Lord Cavendish, 12th Duke of Devonshire
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Independent auditors	Dains Audit Limited Statutory Auditor Suite 2, Albion House 2 Etruria Office Village Forge Lane Stoke on Trent Staffordshire ST1 5RQ
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Derby Museums

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Reference and Administrative Details of the Company, its Trustees and Advisers (continued)
For the Year Ended 31 March 2025

Bankers	The Co-Operative Bank 31 East Street Derby Derbyshire DE1 2AL
	Santander UK Plc 1st Floor 5 Market Place Derby DE1 3PY

Derby Museums
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Trustees' Report
For the Year Ended 31 March 2025

The Trustees present their annual report together with the audited financial statements of the Company for the year 1 April 2024 to 31 March 2025. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

About Derby Museums

Derby Museums was established as an independent charitable trust in 2012. Since then, it has transformed the way cultural heritage is presented and appreciated in the city.

Derby has unique cultural assets. It has the finest collection of work by Joseph Wright of Derby, the 18th century artist of the Enlightenment, and is 'Designated' by Arts Council England as a collection of national significance. Its three museums - the Museum of Making (part of the UNESCO inscribed Derwent Vallet Mills World Heritage site), Derby Museum and Art Gallery and Pickford's House - welcome nearly a quarter of a million people a year. In recent years Derby Museums has been recognised for its innovative participatory practice with a slew of awards including being Finalist in 2022 Museum of the Year and Special commendation at 2024 European Museum of the Year awards.

Derby's identity was 300 years in the making, and the Enlightenment spirit of creativity and invention resonates today. The heritage of the city is used to frame ambitions for the future both as one of the UK's top high-tech cities and a principal centre for manufacturing and sustainable engineering. Derby Museums' partnerships with industry are integral to providing young people with the inspiration and experience to pursue a career in industry. Our commitment to STEAM (Science Technology Engineering Arts and Maths) is underpinned by support from major companies such as Rolls Royce, IMI and Vaillant.

Since the end of Covid, Derby Museums financial position has been fragile and the financial year 2024-25 is no exception. Financial pressures are being brought to bear by a combination of heavily decreased public revenue funding and increased costs beyond our control such as high inflation, a large increase in the minimum wage and high energy costs. Public revenue investment (via Derby City Council and Arts Council England) accounts for 40% of income, the lowest proportion since the Trust was formed in 2012. Over the last few years financial resilience has been maintained by use of cash reserves and this year a large award by Garfield Weston Foundation. This has brought the museum to a near break-even position.

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Trustees' Report (continued)
For the Year Ended 31 March 2025



Despite these challenges, Derby Museums continues to present innovative and meaningful work for its audiences, both local and further afield. The museums remain Derby's principal attractions in the local visitor economy contributing nearly £10m to the local economy each year. Through its events and exhibitions, the museums help people look at the world differently, learn more about their city and feel pride in the place they live.

Derby Museums Charitable Aims

Derby Museums' Memorandum and Articles were first incorporated on 18 April 2012 and were then amended by certificate of incorporation on change of name on 7 August 2012. The Memorandum and Articles were amended by special resolution on 24 January 2017 and again on 29 September 2020.

- 1) To advance the education of the public at large by the establishment and/or maintenance of a museum and/or art gallery.
- 2) To advance the education of the public at large by the preservation of buildings of historic and/or architectural importance.
- 3) Without prejudice to the generality of the above, to advance the education of the public at large of Derby's engineering and creative heritage.
- 4) To provide or assist in the provision of facilities in the interests of social welfare for recreation or other leisure time occupation for individuals who have need of such by reason of their youth, age, infirmity or disability, financial hardship, or social and economic circumstances with the object of improving their conditions of life.
- 5) Pursue such other charitable purposes consistent with the above as the trustees in their absolute discretion shall determine.

Derby Museums
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Trustees' Report (continued)
For the Year Ended 31 March 2025

Derby Museums Business Aims 2024-25

Our purpose

Derby Museums is for the Thinker and Maker in All of Us

Our Values

- Being independent
- Foster a spirit of experimentation
- Pursue Mutual Relationships
- Create the Conditions for Well-Being
- Prove that we are doing it

Our Aims

Derby Museums is midway through a 4-year plan 2023-27. All museum activities contribute to one or more of these aims

- Aim 1 Make Extraordinary and Exciting Work.
- Aim 2 Be Entrepreneurial and Inventive.
- Aim 3 Be Relevant to our Citizens.
- Aim 4 Be Good Stewards
- Aim 5 Support the Ambitions for our City.

These aims are the basis for a comprehensive series of activities which are reviewed at quarterly board meetings by Trustees. They contribute to the delivery of our Derby Museums charitable objectives and are informed by the investment principles of Arts Council England (ACE). Derby Museums is an ACE National Portfolio Organisation and its business plan delivery is reviewed on a yearly basis by the museums' executive and ACE officers.

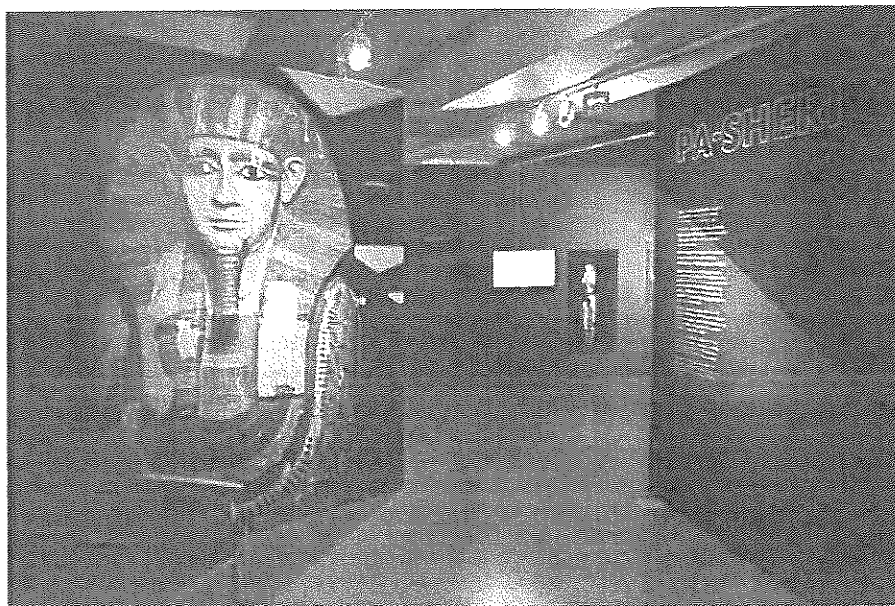
Derby Museums Activity Review 2024-25

Public Programme - Exhibitions and Displays

During 2024-25 Derby Museums welcomed over 210,000 visitors. Highlights of its Exhibitions and Events programme include:

Displaced from the Nile to the Derwent - Derby Museum and Art Gallery.

This exhibition combined new research and the development of museum practice in consideration of colonial collections and human remains. It explored how and why Egyptian artefacts and the remains of two named mummified people made their way to Derbyshire. It featured loaned items from the Chatsworth collection and the British and Manchester Museums. The exhibition acted as a stepping stone towards the permanent display and interpretation of the collections from ancient Egypt in the care of Derby Museums. New learning resources for schools were developed from an exchange between Bemrose school in Derby and the International school in Egypt.



Project Yaadaan - Museum of Making

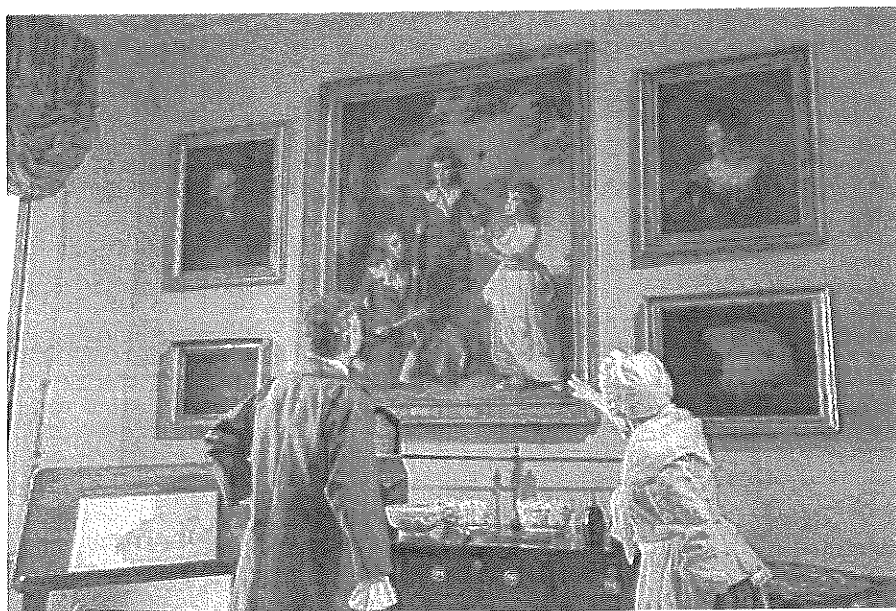
This project and exhibition, funded by The National Lottery Heritage Fund, focused on peopling our collections through collecting the stories of Derby's south Asian diasporic communities. These histories of the city are absent in the Derby Museums and city Archive collections, but Derby Museums is rich in objects that relate to these communities. Many of the stories relate to objects held in our manufacturing collections and we aim to use them to enrich the interpretation across the Museum of Making. The exhibition featured a photographic archive of portraits by WW Winter of people who migrated from South Asia to Derby after 1945.

Think Human - Museum of Making

Think Human, was a collaboration between the Chartered Institute of Ergonomics and Human Factors, and Loughborough University. Ergonomics, or Human Factors, is a design approach exploring how we interact with the systems, products, and environments around us to enhance performance, safety, and comfort. Featuring exhibits donated from industry, universities as well as the Museum's own extensive collection, Think Human aimed to deepen our understanding of how this cross-cutting design approach underpins so many aspects of the world we live in. Examples of Loughborough University's world-leading research and innovation were translated into interactive exhibits using touchscreens, mannequins, and actual products.

Improvements to the displays and interpretation at Pickford's House

With funding from DCMS Wolfson major improvements were made to the presentation and interpretation of displays at Pickford's House. Access has been improved to the displays on the ground floor with significant physical barriers removed and more objects on show. New research to feature the stories of women, and communities whose stories have been previously neglected have enriched the interpretation of the building and broadened the visitor experience.



Public Programme – Events

A wide programme of events take place at our museum sites aimed at attracting audiences linking with the museums' collection and exhibitions.

Assemble

Derby Museums' flagship making event took place in October 2024, with a new sponsor Vaillant UK. This interactive event brought together 80 makers showcasing activity from traditional craft skills to tech and electronics in a two-day festival. Over 1,600 people attended the Assemble.



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Trustees' Report (continued)
For the Year Ended 31 March 2025

First Fridays

These are a series of events seeking to broaden audience reach and reveal new perspectives on the city's cultural heritage. This year they included:

- Empire and the Making of Modern Derby, with Dr Cath Feely.
- The Summer Clothes Swap, a trans-inclusive clothes swap event encouraging sustainability, co-produced with Trans Support Hub Manchester.
- Ancient bodies, contemporary challenges: The ethics of Egyptian mummified bodies in museums with Dr Angela Stienne
- The 6th annual Derby Poetry Festival Performance Poetry Slam.
- Derby Women History Makers Poetry Walk Project with creative writing workshops from former Derbyshire Poet Laureate Helen Mort and co-founder of the project Sophie Sparham.

Other events

Across our venues a broad range of 'everyday' cultural activity occurs. Life Drawing sessions in The Wardwick site of the Museum and Art Gallery regularly sold out. We welcomed the return of The Ethical Atelier with Abi Wastie, in May, held Threaded's (a Derbyshire based folk trio) album launch at The Wardwick and once again worked with the City of Sanctuary Network to co-produce 'Hello Derby' at the Museum of Making as part of Refugee Week. We supported local arts organisation Furthest From The Sea Music, Comedy and Arts with their annual Pirate themed festival on Cathedral Green.

Artist talks have included presentations from Dr Peter Collinge, local Author Danielle Burton, and Dr Allan Chapman, co-produced with the Derby and District Astrological Society, who also co-produced an evening of star gazing at the Museum of Making as part of their 50th anniversary celebrations.

The Museums also host general events in partnership with other organisations, they have included Heritage Beer Festival with CAMRA, the Toasted Ceramics fair and Wedding trade shows.



Stewardship of Heritage

Derby Museum's key purpose is to care for more than 350,000 objects in its collection. In the past four years more of the museums' collections are on display than ever before. Most of the collections remain in store at four sites. Much of this storage is substandard. In the museum's main store there is widespread mould infestation and the roof leaks frequently. The museum team is working closely with Derby City council to identify a site which will consolidate all the museums' collections and improve the environment and access.

Thanks to a grant from the DCMS Wolfson foundation, improvements being made to the interpretation and access at Pickford's House. Extensive co-production sessions with community groups, young people, staff and volunteers have identified new and more coherent narratives. This involves foregrounding the experiences of women and children in the life of the building. It also involves the removal of barriers and the installation.

The aftermath of the disastrous flooding of the Museum of Making in October 2023 is still being felt. New interventions and procedures have been put in place at the museum to enable swifter recovery should a similar event occur again. This has been funded through an insurance claim and flood recovery grant from Arts Council England.

Business Development

The financial resilience of Derby Museum remains a great concern. Public revenue support has declined rapidly in the last 5 years and increased costs brought about by high inflation and energy are now exceeding available budgets.

Efficiencies have been made with 9 staff posts deleted in the last 24 months and this is reflected with an overall reduction in activity. There are fewer temporary exhibitions and events, and marketing has been streamlined to focus upon digital output. Whilst Derby Museums remains ambitious, its activities must be tempered with economic realism. Fewer but higher profile exhibitions are more costly but can provide greater income return through increased visitor numbers, secondary spend and receipts from Museums and Galleries Exhibition Tax Relief.

60% of Derby Museums income comes from fundraising and commercial activity. This is a much higher proportion than many civic museums, borne out of the necessity of the impact of funding cuts, and also the skill of Derby Museums development team. Fundraising comes in a variety of guises, from project funding from established trusts, foundations and major grant giving bodies such as the Heritage Fund, to individual givers, on site donations and habitual giving schemes such as 'Buy a Bird.' Unfortunately, this reliance on fundraising which is by its nature uneven and not guaranteed makes the current business model precarious.

Profits from Derby Museum Enterprises reduced on the previous year as visitor footfall to the city centre has declined. Whilst venue hire across the museum sites has grown year on year, reduced footfall has impacted on the profitability of catering through our two cafes. An insurance claim based on loss of business continuity following the flood of 2023 and subsequent three-month closure of the Museum of Making softened the impact of decline in this area.

Income from retail dropped during 2024-25 on the back of decreased footfall to the Museum and Art Gallery. But despite this, it remains profitable. Moreover, the retail offer stimulates a community of local makers, whose product can be found for sale at both Museum of Making and Museum and Art Gallery. Initiatives such as Let's Make Christmas further stimulate growth as visitors search for a unique gift for special occasions.

Derby Museums sites remain highly desirable venues for weddings, conferences, parties and commercial exhibitions. Income targets for venue hire were surpassed in 2024-25.

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Trustees' Report (continued)
For the Year Ended 31 March 2025



The Derby Museums endowment continues to grow steadily and this year a lump sum of £118,000 representing capital growth on the £2m core figure was transferred to unrestricted funding. The income from the invested capital sum of £2m contributes to the organisation's unrestricted income.

Derby Museums has maintained high standards in its governance. The Board is balanced and more representative in the areas of age, ethnicity, gender and disability.

Learning and participation

It is through its learning programmes partnership with schools and business that Derby Museums creates the most significant impact on the lives of young people in the city.

Rolls-Royce have continued their support of the Institute of STEAM (Science, Technology, Engineering, Art and Maths), Derby Museums overarching learning framework. This is an interdisciplinary approach, through which young people learn and understand the world and other people. It encourages creative, enquiry-based and critical thinking, enabling people to develop the capacities necessary to thrive in the future; to be curious, empathise and Innovate - think, feel and do.

Local employers are particularly interested in programmes which can encourage a 'talent pipeline' which gives young people that first experience of teamwork and critical thinking required for the workplace. Rolls-Royce hold an annual STEAM workshop, including non-destructive testing, led by graduate trainees and apprentices during British Science Week.

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Trustees' Report (continued)

For the Year Ended 31 March 2025

In 2024 we began a new partnership with Vaillant UK, who through a multi-year sponsorship they supported -

- The installation of the Power Pod interpretive display about energy in the Museum of Making
- The Assemble event
- Launch Into Engineering, a weeklong programme which combines practical learning with real-world skills through a combination of learning at the Museum of Making in Derby and Vaillant's manufacturing plant in Belper. Students employ traditional processes such as blacksmithing and learn to use machinery that requires craftsmanship and precision such as wood and metal turning lathes. Students also learn how to work with modern and digital-based methods, with 3D printing and laser cutting

Manufacturer IMI completed their financial support of the Midlands Maker Challenge, a four-year programme which brought together students from a number of schools across the region. The project saw them respond to real world challenges brought on by climate change such as water shortages and biodiversity loss.

Derby Museums has built back its schools offer in the wake of covid, thanks to support from an Anonymous Funder, who have funded additional capacity in the learning team. The schools learning programme delivers popular sessions supporting curriculum-based activities such as Romans, Ancient Egypt, World War One and Art based on our Joseph Wright Collection.

Informal Family learning is the most extensive means for people to engage with cultural heritage within Derby Museums. This could be through drop-in activities during the holidays or via a more structured programme such as STEAM Babies and Tots aimed at early years. The Museum of Making hosts a 15-week programme as part of the National Saturday Club initiative. This is aimed at 13-16 year olds and focusses on craft and making.

The Makory, Derby Museums' mobile museum, went to several locations and events during the year. The Makory provides a taste of what can be seen at the Museum of Making and goes to communities where there are low levels of participation in cultural activity. The Makory has been Derby Museums contribution to the county-wide Derbyshire Makes programme going to several events across the county showcasing our work and encouraging making.

The museum has supported the Derby Creative Sanctuary Group of 18 people who have sought refuge in the UK from countries such as Chad, Iran, Honduras, Ecuador and Sri Lanka. They meet regularly at the Museum of Making studios and take part in making activity linked to their ESOL (English as a Second or Other Language) learning programme. The group was also involved in the redevelopment of Pickford's House.

The third cohort of fellows UK Creative Communities Fellowship programme run in partnership with the Bowes Museum and National Art Strategies in the US. A cohort of 20 creative and community practitioners was recruited. They will spend a year developing skills in design thinking and using tools such as the story of change model to develop their practice and increase impact on communities.



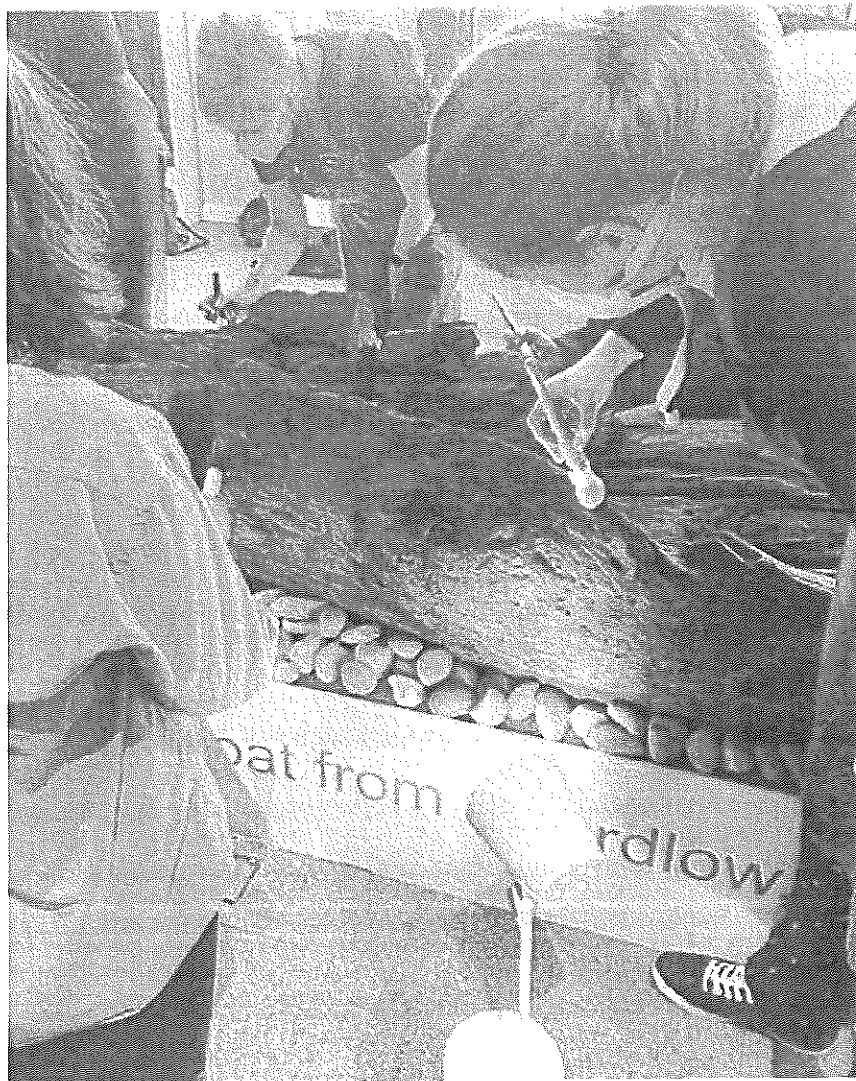
2024 UK Creative Community Fellows

The workshop at the Museum of Making has been further enhanced with new identity, interpretation and marketing materials with the aim of enticing new members to create a community of makers. Membership has increased and a greater number of activities and programmes are now available to the public including introduction to cabinet making, tinsmithing and wood turning. Participants can work with a variety of materials including glass, metal, ceramics, wood, textiles.

The museums workshop team has continued to develop relationships with Heritage Crafts association and learning providers such as the University of Derby and Derby College.

Volunteering

There are close to 200 active volunteers, and volunteering has long been central to the participative approach of Derby Museums. Volunteers participate in a range of activities from research and care of collections, to supporting gallery-based learning activity, from administration to leading on the development of the model railway. We use the volunteering platform Better Impact to match up volunteers with opportunities and measure the effect of volunteering. It also provides an improved means for volunteers to air their views and suggest new activities. During 2024-25 Derby Museums received close to 14,000 volunteer hours.



Financial Review

Going Concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

Reserves policy

The charity's policy is to hold reserves to cover four months of unrestricted expenditure. As at March 2025, the unrestricted reserves stood at £983,509, which represents four months of expenditure.

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Trustees' Report (continued)
For the Year Ended 31 March 2025

Material investments policy

As required in its Memorandum, in furtherance of its objects, and for no other purposes, the Company has the power to invest the monies of the Company not immediately required for its purpose in or upon such investments, securities or property as may be thought fit, subject nevertheless to such conditions and such consents as may for the time being be imposed or required by law.

Principal Funding

The charity's main source of income is grant income from Arts Council England and Derby City Council. Total income during the year amounted to £4,201,865 (2024: £3,285,105) which included unrestricted income of £3,149,618 (2024: £2,761,921), of which, £1,241,779 (2024: £1,241,779) was from Arts Council England and Derby City Council to be applied for the charity's work.

Details of the restricted funds totalling £14,094,636 (2024: £14,683,798) and the endowment funds of £1,956,245 (2024: £2,159,222) and their purpose can be found in Note 17 of the financial statements.

Structure, governance and management

Constitution

The company and the group is registered as a charitable company limited by guarantee (charity number 1149710) and was set up by a Memorandum of Association on 18 April 2012 as amended 18 December 2012. The company was registered as a charity on 12 November 2012.

Derby Museum started trading on 1 October 2012 as an independent Trust. It has a subsidiary called Derby Museums Enterprises Limited which started trading on 1 April 2014.

Methods of appointment or election of Trustees

The management of the Group and the Company is the responsibility of the Trustees who are elected and co-opted under the terms of the Memorandum of Association.

Organisational structure and decision-making policies

The Memorandum and Articles of Association for the organisation provide that the board shall consist of at least 3 and not more than 18 individuals comprised as follows:

- Up to three Trustees nominated by Derby City Council
- Up to Fifteen Community Trustees

Policies adopted for the induction and training of Trustees

Trustees undergo a briefing on their legal obligations under charity law, the content of the Memorandum and Articles of Association, the board of trustees committee and decision-making processes, the business plan and recent financial performance of the charity. New trustees also meet key employees and other trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Financial risk management

The Trustees have assessed the major risks to which the Group and the Company are exposed, in particular those related to the operations and finances of the Group and the Company, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks.

Derby Museums
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Trustees' Report (continued)
For the Year Ended 31 March 2025

Plans for future periods

The Trust has a clear set of aims and objectives (see above). The challenges facing this new organisation are to evidence a strengthened commercialism and resilience plus an improved customer offer in order to attract continued financial support from its two main funders. This will include, but not be restricted to, increasing funding from other sources, both donations / fundraising and commercial income.

Members' liability

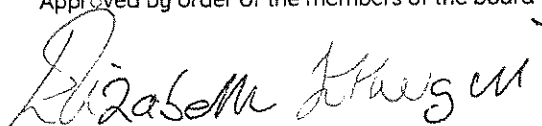
The Members of the Company guarantee to contribute an amount not exceeding £1 to the assets of the Company in the event of winding up.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' Report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

Approved by order of the members of the board of Trustees and signed on their behalf by:



E Fothergill, CBE
Trustee - Chair of Board
Date: 18.8.25



A Elise
Trustee - Chair of Finance, Risk and Audit

Derby Museums
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Statement of Trustees' responsibilities
For the Year Ended 31 March 2025

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

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Company and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Group will continue in business.

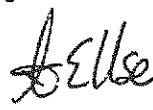
The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Group and the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Approved by order of the members of the board of Trustees and signed on its behalf by:



E Fothergill, CBE
Trustee - Chair of Board
Date: 18.8.25



A Elise
Trustee - Chair of Finance, Risk and Audit

Derby Museums
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Independent Auditors' Report to the Members of Derby Museums

Opinion

We have audited the financial statements of Derby Museums (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Company Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, 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 Group's and of the parent charitable company's affairs as at 31 March 2025 and of the Group's 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.

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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, 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

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

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

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

Derby Museums
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Independent Auditors' Report to the Members of Derby Museums (continued)

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters 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' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of 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' Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company 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.

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Independent Auditors' Report to the Members of Derby Museums (continued)

Responsibilities of trustees

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

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent 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 Group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the senior statutory auditor ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with directors and other management, and from our commercial knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charitable company, including the financial reporting legislation, Charities Act 2011, Companies Act 2006, taxation legislation, anti-bribery, employment, and environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

Derby Museums
(A Company Limited by Guarantee)

Independent Auditors' Report to the Members of Derby Museums (continued)

We assessed the susceptibility of the charitable company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in Note 3 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, relevant regulators and the charitable company's legal advisors.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Derby Museums

(A Company Limited by Guarantee)

Independent Auditors' Report to the Members of Derby Museums (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. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Simon Hawkins (Senior Statutory Auditor)

for and on behalf of

Dains Audit Limited

Statutory Auditor
Chartered Accountants
Suite 2, Albion House
2 Etruria Office Village
Forge Lane
Stoke on Trent
Staffordshire
ST1 5RQ

Date: 18.8.25

Derby Museums
(A Company Limited by Guarantee)

Consolidated Statement of financial activities (incorporating income and expenditure account)
For the Year Ended 31 March 2025

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Endowment funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income and endowments from:						
Donations and legacies	4	83,901	600	4,516	89,017	129,475
Charitable activities	5	1,843,226	1,047,131	-	2,890,357	2,025,786
Other trading activities		1,118,188	-	-	1,118,188	1,018,073
Investments	6	104,303	-	-	104,303	111,681
Total income and endowments		3,149,618	1,047,731	4,516	4,201,865	3,285,015
Expenditure on:						
Raising funds		962,729	-	-	962,729	873,356
Charitable activities	8	2,338,165	1,596,853	-	3,935,018	3,897,544
Total expenditure		3,300,894	1,596,853	-	4,897,747	4,770,900
Net (losses)/gains on investments		-	-	(89,068)	(89,068)	202,490
Net (expenditure) /income		(151,276)	(549,122)	(84,552)	(784,950)	(1,283,395)
Transfers between funds	17	158,465	(40,040)	(118,425)	-	-
Net movement in funds		7,189	(589,162)	(202,977)	(784,950)	(1,283,395)
Reconciliation of funds:						
Total funds brought forward		976,320	14,683,798	2,159,222	17,819,340	19,102,735
Net movement in funds		7,189	(589,162)	(202,977)	(784,950)	(1,283,395)
Total funds carried forward		983,509	14,094,636	1,956,245	17,034,390	17,819,340

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 27 to 52 form part of these financial statements.

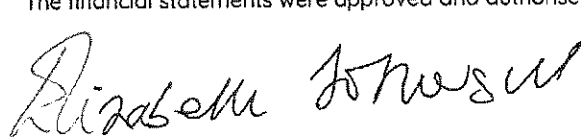
Derby Museums
(A Company Limited by Guarantee)
Registered number: 08036113

Consolidated Balance Sheet
As at 31 March 2025

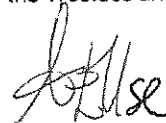
	Note	2025 £	2024 £
Fixed assets			
Tangible assets	12	13,893,364	14,650,623
Investments	13	2,325,227	2,832,720
		<u>16,218,591</u>	<u>17,483,343</u>
Current assets			
Stocks	14	46,326	41,174
Debtors	15	953,696	429,061
Cash at bank and in hand		330,122	381,038
		<u>1,330,144</u>	<u>851,273</u>
Creditors: amounts falling due within one year	16	(514,345)	(515,276)
		<u>815,799</u>	<u>335,997</u>
Net current assets		<u>815,799</u>	<u>335,997</u>
Total net assets		<u><u>17,034,390</u></u>	<u><u>17,819,340</u></u>
Charity funds			
Endowment funds	17	1,956,245	2,159,222
Restricted funds	17	14,094,636	14,683,798
Unrestricted funds	17	983,509	976,320
		<u>17,034,390</u>	<u>17,819,340</u>
Total funds		<u><u>17,034,390</u></u>	<u><u>17,819,340</u></u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Elizabeth Fothergill
Chair of Trustees



Amanda Ellise
Trustee - Chair of Finance, Risk and Audit

Date: 18.8.25

The notes on pages 27 to 52 form part of these financial statements.

Derby Museums

(A Company Limited by Guarantee)

Registered number: 08036113

Company Statement of financial position

As at 31 March 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	12	13,893,364	14,650,623
Investments	13	2,325,228	2,832,721
		16,218,592	17,483,344
Current assets			
Debtors	15	1,061,915	654,468
Cash at bank and in hand		200,996	128,969
		1,262,911	783,437
Creditors: amounts falling due within one year	16	(447,113)	(447,441)
Net current assets		815,798	335,996
Total assets less current liabilities		17,034,390	17,819,340
Total net assets		17,034,390	17,819,340
Charity funds			
Endowment funds	17	1,956,245	2,159,222
Restricted funds	17	14,094,636	14,683,798
Unrestricted funds	17	983,509	976,320
Total funds		17,034,390	17,819,340

The Company's net movement in funds for the year was a deficit (£784,950) (2024 - £1,283,395).

Derby Museums

(A Company Limited by Guarantee)

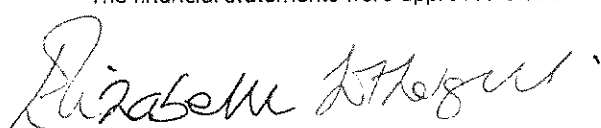
Registered number: 08036113

Company Statement of financial position (continued)

As at 31 March 2025

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Elizabeth Fothergill

Chair of Trustees

Date: 18.8.25



Amanda Elise

Trustee - Chair of Finance, Risk and Audit

The notes on pages 27 to 52 form part of these financial statements.

Derby Museums
(A Company Limited by Guarantee)

Consolidated Statement of Cash Flows
For the Year Ended 31 March 2025

	2025	2024
	£	£
Cash flows from operating activities		
Net cash used in operating activities	(570,345)	(635,347)
Cash flows from investing activities		
Dividends and interest from investments	104,303	111,681
Purchase of tangible fixed assets	(3,299)	(35,496)
Proceeds from sale of investments	768,425	750,000
Purchase of investments	(350,000)	(316,636)
Net cash provided by investing activities	519,429	509,549
Net cash provided by financing activities	-	-
Change in cash and cash equivalents in the year	(50,916)	(125,798)
Cash and cash equivalents at the beginning of the year	381,038	506,836
Cash and cash equivalents at the end of the year	330,122	381,038

The notes on pages 27 to 52 form part of these financial statements

Derby Museums
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

1. General information

Derby Museums is a Charitable Company, limited by guarantee incorporated in England and Wales. The Group's registered office is Museum and Art Gallery, The Strand, Derby, DE1 1BS.

The principal activity of the Group was that of a museum and art gallery.

2. Accounting policies

2.1 Basis of preparation of financial statements

Derby Museums is a charitable company registered in England / Wales . In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The address of the registered office is given in the charity information on page 1 of these financial statements. The nature of the charity's operations and principal activities was that of a museum and art gallery.

The charity constitutes a public benefit entity as defined by FRS 102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland issued in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Accounting Practice.

2.2 Basis of consolidation

The financial statements consolidate the accounts of Derby Museums and all of its subsidiary undertakings ('subsidiaries').

The Company has taken advantage of the exemption contained within section 408 of the Companies Act 2006 not to present its own Income and Expenditure Account.

2.3 Going concern

These accounts are prepared on a going concern basis.

After reviewing group forecasts and projections, the trustees have a reasonable expectation that the Group has adequate resources to continue its operational existence for the foreseeable future.

2. Accounting policies (continued)

2.4 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Endowment funds represent those assets held by the charity to fulfil its objectives and are permanent in nature.

2.5 Income

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

On receipt, donated professional services and facilities are recognised on the basis of the value of the gift to the Group which is the amount it would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.6 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity.

Those costs incurred directly in support of expenditure on the objects of the Group and include project management carried out at Headquarters.

Charitable activities and Governance costs are incurred on the Group's operations, including support costs and costs relating to the governance of the Group apportioned to charitable activities.

2. Accounting policies (continued)

2.7 Government grants

Government grants are credited to the Consolidated Statement of Financial Activities as the related expenditure is incurred.

2.8 Intangible assets and amortisation

Intangible assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

Computer software	- 33 %
-------------------	--------

2.9 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

At each reporting date the Company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Freehold property	- 2% straight line
Short-Term leasehold property	- Over the life of the lease
Plant and machinery	- 20% straight line
Fixtures and fittings	- 20% straight line
Computer equipment	- 33.33% straight line

2. Accounting policies (continued)

2.10 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

Investments held as fixed assets are revalued at mid-market value at the balance sheet date and the gain or loss taken to the Statement of Financial Activities.

2.11 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.12 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.13 Cash at bank and in hand

Cash at bank and in hand includes cash and 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.

2.14 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2.15 Operating leases

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

2.16 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Group; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2. Accounting policies (continued)

2.17 Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

The company also provides retirement to employees of the charity which are provided by the Derbyshire County Council Local Government Pension Scheme ("LGPS"). This is a defined benefit scheme, is contracted out of the State Earnings-Related Pension Scheme ("SERPS"), and the assets are held separately from those of Charity in a separate Trustee administered fund. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities.

Derbyshire County Council has agreed to fund the liabilities of the LGPS scheme for relevant staff prior to 1 September 2012 ("the transfer date") upon signing the Business Transfer Agreement. The charity has been credited by the Derbyshire Council with a notional fund within the LGPS at the transfer date of level required to meet the cost of providing one hundred percent (100%) of the benefits accrued and in respect of the Eligible Employees prior to the transfer date (the "Notional Fund"). The value of the notional fund has been determined by an actuary appointed by the Derbyshire Country Council using the ongoing actuarial methods and assumptions used in the last actuarial valuation of the Derbyshire County Council Pension Fund.

In addition to the above, Derbyshire County Council has issued a Risk Share to the charity to cover any accrued deficits on exit by scheme members or the charity. All contributions are determined by Derbyshire County Council on the basis of triennial valuations using a prospective benefit method. As the charity is indemnified against prior and future liabilities of the scheme, the LGPS has been treated as a defined contribution scheme and the contributions recognised as they are paid each year.

2.18 Financial instruments

The Group 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 amortised cost using the effective interest method.

Derby Museums
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

3. Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Rental costs

The Group occupies a number of buildings provided by the council at a peppercorn rent. The Trustees understand that they are custodians of these premises, which are occupied for the purposes of operating a Museum under the terms of their agreement with the council. The nature and purpose of the buildings is such that any donated value cannot be measured reliably and it is not appropriate to record any value in the financial statements for donations in kind.

Therefore, no donation and rental expense has been recognised within the financial statements.

4. Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Endowment funds 2025 £	Total funds 2025 £
Donations	83,901	100	4,516	88,517
Government grants	-	500	-	500
	<u>83,901</u>	<u>600</u>	<u>4,516</u>	<u>89,017</u>
	<u><u>83,901</u></u>	<u><u>600</u></u>	<u><u>4,516</u></u>	<u><u>89,017</u></u>
	Unrestricted funds 2024 £	Restricted funds 2024 £	Endowment funds 2024 £	Total funds 2024 £
Donations	109,417	5,436	14,122	128,975
Government grants	-	500	-	500
	<u>109,417</u>	<u>5,936</u>	<u>14,122</u>	<u>129,475</u>
	<u><u>109,417</u></u>	<u><u>5,936</u></u>	<u><u>14,122</u></u>	<u><u>129,475</u></u>

Derby Museums
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

5. Income from charitable activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Arts Council England	550,099	-	550,099
Membership income	21,383	-	21,383
Displays and exhibitions	12,221	-	12,221
Derby City Council - Support	610,000	-	610,000
Derby City Council - Services	-	81,680	81,680
Partnerships and grants	299,297	965,451	1,264,748
Income from retail, catering and IPR	2,480	-	2,480
Activities, events, displays & exhibitions	32,801	-	32,801
Learning programmes and research	37,952	-	37,952
Other income	276,993	-	276,993
	<u>1,843,226</u>	<u>1,047,131</u>	<u>2,890,357</u>

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Arts Council England - Strategic fund	550,099	-	550,099
Membership income	11,377	-	11,377
Derby City Council - Support	610,000	-	610,000
Derby City Council - Services	-	81,680	81,680
Partnerships and grants	127,165	421,356	548,521
Income from retail, catering and IPR	2,480	-	2,480
Activities, events, displays & exhibitions	32,893	-	32,893
Learning programmes and research	29,391	-	29,391
Other income	159,345	-	159,345
	<u>1,522,750</u>	<u>503,036</u>	<u>2,025,786</u>

Derby Museums
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

6. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £
Investment income	96,767	96,767
Bank interest received	7,536	7,536
	<u>104,303</u>	<u>104,303</u>

	Unrestricted funds 2024 £	Total funds 2024 £
Investment income	96,226	96,226
Bank interest received	15,455	15,455
	<u>111,681</u>	<u>111,681</u>

7. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £
Operation of museums	<u>3,495,652</u>	<u>439,366</u>	<u>3,935,018</u>

Derby Museums
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

7. Analysis of expenditure by activities (continued)

	Activities undertaken directly 2024 £	Support costs 2024 £	Total funds 2024 £
Operation of museums	3,525,810	371,734	3,897,544

Analysis of direct costs

	Total funds 2025 £	Total funds 2024 £
Staff costs	1,617,767	1,683,339
Depreciation	760,558	755,908
Premises and transport	391,899	405,102
Supplies and services	133,032	126,769
Support services	81,680	81,680
Marketing and PR	79,908	42,407
Development	7,938	10,678
Exhibitions	351,646	354,732
Professional fees	17,308	4,632
Learning	52,084	53,825
Collections	1,832	6,738
	3,495,652	3,525,810

Derby Museums
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

7. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2025 £	Total funds 2024 £
Staff costs	396,865	320,369
Employment expenses	23,065	29,921
Bank charges	4,814	5,096
Governance costs	622	2,848
Audit fees	14,000	13,500
	439,366	371,734

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £
Operation of museums	2,338,165	1,596,853	3,935,018

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Operation of museums	2,550,349	1,347,195	3,897,544

Derby Museums
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

9. Auditors' remuneration

	2025	2024
	£	£
Fees payable to the Company's auditor for the audit of the Company's annual accounts	14,000	13,500

10. Staff costs

	Group 2025 £	Group 2024 £	Company 2025 £	Company 2024 £
Wages and salaries	2,067,837	1,958,320	1,562,367	1,547,512
Social security costs	150,024	144,384	119,879	117,855
Contribution to defined contribution pension schemes	393,628	390,782	332,386	338,341
	2,611,489	2,493,486	2,014,632	2,003,708

The average number of persons employed by the Company during the year was as follows:

	Group 2025 No.	Group 2024 No.	Company 2025 No.	Company 2024 No.
Average number of employees	145	124	94	86

The number of employees whose employee benefits (excluding employer pension and national insurance contributions) exceeded £60,000 was:

	Group 2025 No.	Group 2024 No.
In the band £60,001 - £70,000	-	1
In the band £70,001 - £80,000	1	-

The total amount of employee benefits (including employer pension and national insurance contributions) received by key management personnel for their services was £364,463 (2024 - £375,538).

Derby Museums
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2024 - £NIL).

During the year, no Trustee expenses have been incurred (2024 - £NIL).

12. Tangible fixed assets

Group and Company

	Freehold property £	Short-term leasehold property £	Plant and machinery £	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation						
At 1 April 2024	15,879	16,696,938	102,483	291,760	71,698	17,178,758
Additions	-	-	2,399	900	-	3,299
At 31 March 2025	15,879	16,696,938	104,882	292,660	71,698	17,182,057
Depreciation						
At 1 April 2024	5,189	2,105,781	69,407	276,845	70,913	2,528,135
Charge for the year	835	747,737	7,824	3,826	336	760,558
At 31 March 2025	6,024	2,853,518	77,231	280,671	71,249	3,288,693
Net book value						
At 31 March 2025	9,855	13,843,420	27,651	11,989	449	13,893,364
At 31 March 2024	10,690	14,591,157	33,076	14,915	785	14,650,623

Derby Museums
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Notes to the Financial Statements
For the Year Ended 31 March 2025

13. Fixed asset investments

Group	Listed investments £
Cost or valuation	
At 1 April 2024	2,832,720
Additions	350,000
Disposals	(768,425)
Revaluations	(89,068)
	<u>2,325,227</u>
At 31 March 2025	<u>2,325,227</u>
Net book value	
At 31 March 2025	<u>2,325,227</u>
At 31 March 2024	<u>2,832,720</u>

Company	Investments in subsidiary companies £	Listed investments £	Total £
Cost or valuation			
At 1 April 2024	1	2,832,720	2,832,721
Additions	-	350,000	350,000
Disposals	-	(768,425)	(768,425)
Revaluations	-	(89,068)	(89,068)
	<u>1</u>	<u>2,325,227</u>	<u>2,325,228</u>
At 31 March 2025	<u>1</u>	<u>2,325,227</u>	<u>2,325,228</u>
Net book value			
At 31 March 2025	<u>1</u>	<u>2,325,227</u>	<u>2,325,228</u>
At 31 March 2024	<u>1</u>	<u>2,832,720</u>	<u>2,832,721</u>

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Notes to the Financial Statements
For the Year Ended 31 March 2025

13. Fixed asset investments (continued)

Principal subsidiaries

The following was a subsidiary undertaking of the Company:

Name	Company number	Class of shares	Holding	Included in consolidation
Derby Museums Enterprises Limited	08119695	Ordinary	100%	Yes

The financial results of the subsidiary for the year were:

Name	Income £	Expenditure £	Profit/(Loss) / Surplus/ (Deficit) for the year £	Net assets £
Derby Museums Enterprises Limited	1,118,188	(962,729)	155,459	1

14. Stocks

	Group 2025 £	Group 2024 £
Finished goods and goods for resale	46,326	41,174

The company held no stock (2024 - £Nil) at the year end.

15. Debtors

	Group 2025 £	Group 2024 £	Company 2025 £	Company 2024 £
Due within one year				
Trade debtors	115,148	117,104	72,993	85,766
Amounts owed by group undertakings	-	-	150,374	322,353
Other debtors	382	-	382	-
Prepayments and accrued income	838,166	311,957	838,166	246,349
	953,696	429,061	1,061,915	654,468

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Notes to the Financial Statements
For the Year Ended 31 March 2025

16. Creditors: Amounts falling due within one year

	Group	Group	Company	Company
	2025	2024	2025	2024
	£	£	£	£
Trade creditors	329,051	320,010	304,517	305,127
Other taxation and social security	54,347	32,128	54,347	32,128
Other creditors	38,970	37,388	38,970	37,388
Accruals and deferred income	91,977	125,750	49,279	72,798
	514,345	515,276	447,113	447,441

Deferred income relates largely to grants and donations received in advance of its intended purpose along with revenue received in advance of events taking place.

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Notes to the Financial Statements
For the Year Ended 31 March 2025

17. Statement of funds

Statement of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2025 £
Unrestricted funds						
Designated funds						
Punjabi Derby	13,600	-	-	-	-	13,600
Fixed asset reserve	160,829	-	(12,822)	3,299	-	151,306
	<u>174,429</u>	<u>-</u>	<u>(12,822)</u>	<u>3,299</u>	<u>-</u>	<u>164,906</u>
General funds						
General Funds	801,891	3,149,618	(3,288,072)	155,166	-	818,603
Total Unrestricted funds	<u>976,320</u>	<u>3,149,618</u>	<u>(3,300,894)</u>	<u>158,465</u>	<u>-</u>	<u>983,509</u>
Endowment funds						
Endowment Funds	<u>2,159,222</u>	<u>4,516</u>	<u>-</u>	<u>(118,425)</u>	<u>(89,068)</u>	<u>1,956,245</u>

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Notes to the Financial Statements
For the Year Ended 31 March 2025

17. Statement of funds (continued)

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2025 £
Restricted funds						
Arts Council England - Joseph Wright Collection	2,569	-	-	-	-	2,569
The Silk Milk Museum of Making Project	14,489,794	-	(747,736)	-	-	13,742,058
General Improvements of collections and buildings	85,406	-	-	-	-	85,406
Derby City Council - Support Services	-	81,680	(81,680)	-	-	-
Vaillant	38,798	47,240	(47,586)	-	-	38,452
Other restricted funds	-	158,426	(101,666)	13,906	-	70,666
The Foyle Foundation	-	32,500	(18,201)	-	-	14,299
Paul Mellon Centre for Studies in British Art	6,411	-	2,341	-	-	8,752
Rolls-Royce Institute of STEAM	-	50,000	(52,171)	59,257	-	57,086
Midlands Maker Challenge	13,274	80,000	(11,190)	(82,084)	-	-
Joseph Wright Acquisition	2,624	-	-	-	-	2,624
Headley Fellowship	4,710	-	-	-	-	4,710
Anonymous	-	74,045	(49,084)	-	-	24,961

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Notes to the Financial Statements
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17. Statement of funds (continued)

Statement of funds - current year (continued)

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2025 £
Arts Council England - Support in Exceptional Circumstances	-	136,307	(128,205)	1,000	-	9,102
Hogarth	1,500	-	(1,500)	-	-	-
Dynamic Collections	(6,458)	57,031	(43,624)	-	-	6,949
Egypt Exhibition	-	96,236	(75,499)	(10,387)	-	10,350
Resilience	45,170	83,670	(127,736)	-	-	1,104
Alternative Archives	-	150,596	(113,316)	(21,732)	-	15,548
	<u>14,683,798</u>	<u>1,047,731</u>	<u>(1,596,853)</u>	<u>(40,040)</u>	<u>-</u>	<u>14,094,636</u>
Total of funds	<u><u>17,819,340</u></u>	<u><u>4,201,865</u></u>	<u><u>(4,897,747)</u></u>	<u><u>-</u></u>	<u><u>(89,068)</u></u>	<u><u>17,034,390</u></u>

17. Statement of funds (continued)

Description of funds

Designated funds

Including Punjabi Derby is a donation to help increase Derby Museums engagement with local global majority audiences with a particular focus on increasing representation for Sikh audiences.

Fixed Asset Reserve

This represents the amount of funds which are tied up in tangible fixed assets and therefore not necessarily available for use in day to day operations.

Arts Council England - Joseph Wright Collection

To develop a study area to promote understanding and enjoyment of our nationally Designated Joseph Wright collection.

The Silk Mill Museum of Making Project

To meet the costs for development work towards the creation of the Derby Silk Mill Museum of Making. Expenditure has been posted to Assets under construction on the balance sheet. All income received will be restricted. Now in use the asset will be amortised over the life of the lease and matched against restricted income.

General improvements of collections and buildings

Accumulated donations and bequests designated for the general improvement of collections and buildings.

Derby City Council - Support Services

This contract with Derby City Council provides continuation of support services at an agreed annual rate. This is a rolling 12 month contract.

Transforming Leadership

A grant to establish, in partnership with a number of other organisations, the Creative Community Fellow Programme (CCF) to the UK.

Other restricted funds

These relate to other small restricted fund balances which further the aims and objectives of the museum.

The Foyle Foundation

A grant to improve and reimagine the Museum on the Wardwick's artistic venue space, increasing both financial and environmental sustainability.

Paul Mellon Centre for Studies in British Art

This is a grant to develop an engaging and accessible online catalogue of our collection of the work of artist Joseph Wright of Derby.

Roll-Royce - Institute of STEAM

Funding, support and expertise to help Derby Museums to develop and deliver an extensive STEAM learning programme across all three sites.

17. Statement of funds (continued)

Midlands Maker Challenge

A programme for young people across the midlands, that challenges them to create solutions to some of the key issues facing the world.

Joseph Wright acquisition

Funding to acquire a Joseph Wright self portrait painting.

Headley Fellowship

Funding to increase curatorial resource to research the Egyptian collection.

Anonymous

Funding from an anonymous funder to support and scale our formal learning programme, helping to address low educational attainment and social mobility in our city.

Arts Council England - Support in Exceptional Circumstances

A grant from Arts Council England to support the rebuilding of our audiences following the flooding at the Museum of Making caused by Storm Babet, alongside capital investment to help mitigate the impact of future flooding.

Hogarth

An exhibition drawing in major loans from prestigious venues across the UK, and making public new research on Hogarth, one of the most important artists of the 18th century.

Vaillant

Funding from Vaillant supporting Derby Museums' ambitions to grow, develop and inspire a community of makers in the area.

Wolfson PH

Funding from Wolfson for the redevelopment of Pickford's House to create The Reimagined Home, reflecting changing views of home, work and family for an inclusive, digital age.

Dynamic collections

NLHF funding for the re-display and re-interpretation of the Nature Gallery and the Archaeology Gallery at Derby Museum and Art Gallery.

Egypt Exhibitions

A grant to reinterpret our Egypt collection, resulting in a temporary exhibition and permanent re-display of the collection.

Resilience

NLHF funding for resilience and relevance, including a wide ranging full business review; increasing fundraising capacity, and the launching of an income-generating touring programme of Joseph Wright: A Life on Paper.

Alternative archives

Funding from the National Lottery Heritage Fund to co-develop and maintain a digital archive with Derby's South Asian communities, enriching the city's archives and deepening understanding across communities of the histories of migration and the city's historic and industrial development.

Derby Museums
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Notes to the Financial Statements
For the Year Ended 31 March 2025

17. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers In/out £	Gains/ (Losses) £	Balance at 31 March 2024 £
Unrestricted funds						
Designated funds						
Designated Funds	13,600	-	-	-	-	13,600
Punjabi Derby	132,220	-	(7,337)	35,946	-	160,829
	<u>145,820</u>	<u>-</u>	<u>(7,337)</u>	<u>35,946</u>	<u>-</u>	<u>174,429</u>
General funds						
General Funds	1,489,219	2,761,921	(3,416,368)	(54,879)	21,998	801,891
Total Unrestricted funds	<u>1,635,039</u>	<u>2,761,921</u>	<u>(3,423,705)</u>	<u>(18,933)</u>	<u>21,998</u>	<u>976,320</u>
Endowment funds						
Endowment Funds	1,964,608	14,122	-	-	180,492	2,159,222

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Notes to the Financial Statements
For the Year Ended 31 March 2025

17. Statement of funds (continued)

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2024 £
Restricted funds						
Arts Council England - Joseph Wright Collection	2,569	-	-	-	-	2,569
The Silk Milk Museum of Making Project	15,238,365	-	(748,571)	-	-	14,489,794
General Improvements of collections and buildings	85,406	-	-	-	-	85,406
Derby City Council - Support Services	-	81,681	(81,681)	-	-	-
Vaillant	-	54,000	(15,202)	-	-	38,798
Other restricted funds	54,871	83,865	(156,518)	17,782	-	-
The Foyle Foundation	465	-	(465)	-	-	-
Paul Mellon Centre for Studies In British Art	16,536	-	(10,125)	-	-	6,411
The Esmee Fairburn Collections Fund - delivered by the Museums Association - Co-producing the sustainable future of Derby Museums	-	70,449	(70,690)	241	-	-

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Notes to the Financial Statements
For the Year Ended 31 March 2025

17. Statement of funds (continued)

Statement of funds - prior year (continued)

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers In/out £	Gains/ (Losses) £	Balance at 31 March 2024 £
Rolls-Royce Institute of STEAM	5,863	7,704	(13,567)	-	-	-
Midlands Maker Challenge	62,457	20,000	(69,183)	-	-	13,274
Joseph Wright Acquisition	2,624	-	-	-	-	2,624
Headley Fellowship	4,710	-	-	-	-	4,710
Flood Fund	-	48,322	(49,232)	910	-	-
Hogarth	29,222	6,593	(34,315)	-	-	1,500
Dynamic Collections	-	22,351	(28,809)	-	-	(6,458)
Resilience	-	114,007	(68,837)	-	-	45,170
	<u>15,503,088</u>	<u>508,972</u>	<u>(1,347,195)</u>	<u>18,933</u>	<u>-</u>	<u>14,683,798</u>
Total of funds	<u>19,102,735</u>	<u>3,285,015</u>	<u>(4,770,900)</u>	<u>-</u>	<u>202,490</u>	<u>17,819,340</u>

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Notes to the Financial Statements
For the Year Ended 31 March 2025

18. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Restricted funds 2025 £	Endowment funds 2025 £	Total funds 2025 £
Tangible fixed assets	151,306	13,742,058	-	13,893,364
Fixed asset investments	368,982	-	1,956,245	2,325,227
Current assets	977,566	352,578	-	1,330,144
Creditors due within one year	(514,345)	-	-	(514,345)
Total	983,509	14,094,636	1,956,245	17,034,390

Analysis of net assets between funds

	Unrestricted funds 2024 £	Restricted funds 2024 £	Endowment funds 2024 £	Total funds 2024 £
Tangible fixed assets	160,829	14,489,794	-	14,650,623
Fixed asset investments	687,620	-	2,145,100	2,832,720
Current assets	643,147	194,004	14,122	851,273
Creditors due within one year	(515,276)	-	-	(515,276)
Total	976,320	14,683,798	2,159,222	17,819,340

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Notes to the Financial Statements
For the Year Ended 31 March 2025

19. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2025 £	Group 2024 £
Net expenditure for the year (as per Statement of Financial Activities)	(784,950)	(1,283,395)
Adjustments for:		
Depreciation charges	760,558	755,908
Loss / (Gains) on investments	89,068	(202,490)
Dividends, interests and rents from investments	(104,303)	(111,681)
(Increase)/Decrease in stocks	(5,152)	2,959
Decrease/(Increase) in debtors	(524,635)	52,683
Increase/(Decrease) in creditors	(931)	150,669
Net cash used in operating activities	(570,345)	(635,347)

20. Analysis of cash and cash equivalents

	Group 2025 £	Group 2024 £
Cash in hand	330,122	381,038
Total cash and cash equivalents	330,122	381,038

21. Analysis of changes in net debt

	At 1 April 2024 £	Cash flows £	At 31 March 2025 £
Cash at bank and in hand	381,038	(50,916)	330,122

22. Pension commitments

The Charity is an employer for the purpose of the Derbyshire County Council Local Government Pension Scheme. As noted in the accounting policies, the charity is indemnified against prior and future liabilities of the scheme. The LGPS has therefore been treated as a defined contribution scheme for accounting purposes along with the separate defined contribution pension scheme which the Group also operate.

The Charity is an employer for the purpose of the Derby Museums Group Personal Pension Scheme. As noted in the accounting policies, the charity is indemnified against prior and future liabilities of the scheme. The Derby Museums Group Personal Pension Scheme has therefore been treated as a defined contribution scheme for accounting purposes along with the separate defined contribution pension scheme which the Group also operate.

During the year 31 March 2024 the Group made total pension contributions totalling £393,628 (2024 - £390,782) to this scheme. As at 31 March 2024 there was a balance outstanding of £33,013 (2024 - £36,974).

23. Operating lease commitments

At 31 March 2025 the Group and the Company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group	Group	Company	Company
	2025	2024	2025	2024
	£	£	£	£
Not later than 1 year	2,647	2,647	2,647	2,647
Later than 1 year and not later than 5 years	3,479	6,126	3,479	6,126
	6,126	8,773	6,126	8,773

24. Members' liability

Each member of the charitable company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding £1 for the debts and liabilities contracted before he/she ceases to be a member.

25. Related party transactions

The Company has taken advantage of the exemption under Financial Reporting Standard 102 (Section 33), not to disclosure transactions between entities which form part of the Group headed by Derby Museums.

All transactions with Trustees were transacted at a commercial rate.