

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION

England & Wales · Charity number 1158727

Details

Status Registered

Legal form Charitable company

Company number [09027498](#)

Registered 2014-09-30

Register [View on the Charity Commission register](#)

Contact

Address Shirehall House
Market Avenue
Norwich
NR1 3JQ

Phone 01603493665

Email museums@norfolk.gov.uk

Activities

Objects: THE CHARITY'S OBJECTS ARE SPECIFICALLY RESTRICTED TO THE ADVANCEMENT OF EDUCATION FOR THE PUBLIC BENEFIT, IN PARTICULAR BUT NOT EXCLUSIVELY IN THE SUBJECTS OF THE ARTS, HISTORY AND SCIENCE, BY WORKING IN CONJUNCTION WITH NORFOLK MUSEUMS SERVICE AND OTHER PARTNER ORGANISATIONS TO DELIVER PROJECTS AND ACTIVITIES IN FURTHERANCE OF THE OBJECTS.

Activities: THE FOUNDATION ASSISTS NORFOLK MUSEUMS SERVICE AND ITS PARTNERS TO SECURE FUNDING TO SUPPORT THE CARE AND DEVELOPMENT OF THE OUTSTANDING COLLECTIONS AND HISTORIC BUILDINGS CARED FOR BY THE SERVICE, AND TO DELIVER A WIDE RANGE OF ACTIVITIES INCLUDING EXTENSIVE FORMAL AND INFORMAL LEARNING PROGRAMMES, SKILLS DEVELOPMENT AND VOLUNTEERING OPPORTUNITIES, PUBLIC EXHIBITIONS AND EVENTS.

Classification

- **How:** Other Charitable Activities
- **What:** Arts/culture/heritage/science
- **Who:** The General Public/mankind

Geography

- Norfolk

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£166,389	£222,648	-	-
2024-03-31	£53,515	£38,959	-	-
2023-03-31	£536,870	£201,320	£1,386,347	0
2022-03-31	£1,416	£503,476	-	-
2021-03-31	£18,447	£1,842	-	-

Trustees

Name	Role	Appointed
Alexandra Hemen		2022-04-22
Caroline Elizabeth Williams		2015-11-03
DAVID CHRISTOPHER MISSEN		2015-11-03
Donna Lee Chessum		2015-11-03
HELEN WILSON ROSEMARY		2015-11-03
Sarah Jane Steed		2015-11-03
TIM JOSEPH SWEETING		2015-11-03

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION

England & Wales - Charity number 1158727

Accounts

Registered number: 09027498
Charity number: 1158727



NORFOLK MUSEUMS DEVELOPMENT FOUNDATION

(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

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NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE FOUNDATION, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2025

Trustees

Donna Chessum
Margaret Dewsbury
Alexandra Hemen
Brian Horner
Mark Jeffries
David Missen
Sarah Steed
Tim Sweeting
Cllr John Ward, Chair
Caroline Williams
Helen Wilson

Company registered number 09027498

Charity registered number 1158727

Registered office

Shirehall
Market Avenue
Norwich
Norfolk
NR1 3QX

Independent auditors

MA Partners Audit LLP
Chartered Accountants
7 The Close
Norwich
Norfolk
NR1 4DJ

Bankers

Barclays Bank PLC
Leicester
LE87 2BB

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

The Trustees present their annual report together with the audited financial statements of the Foundation for the period 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).

Since the Foundation qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

b. Activities undertaken to achieve objectives

The Foundation was established to help Norfolk Museums Service (NMS) and its partners to secure funding to support the care and development of the outstanding collections and historic buildings cared for by the Service and to deliver a wide range of activities for public benefit, including extensive formal and informal learning programmes, skills development and volunteering opportunities, public exhibitions and events. The Trustees work closely with museum staff and provide support, guidance and partnership links to achieve the fundraising targets.

c. Main activities undertaken to further the Foundation's purposes for the public benefit

During 2024-25 the Foundation continued to support the work of Norfolk Museums Service (NMS) across its ten sites. Key activities during the period included:

- Ongoing financial and strategic support for the Norwich Castle: Royal Palace Reborn project, including representing the Foundation on the Project Board and supporting the preparations for the final completion of the redevelopment of the Keep and the public opening.
- Supporting the delivery and development of major NMS projects including the proposed capital redevelopment of Time and Tide Museum in Great Yarmouth.
- Supporting youth engagement activity and identifying funding for successor programmes following the conclusion of Kick The Dust programme funded by the National Lottery Heritage Fund.
- Consultation of the development of a corporate sponsorship strategy and the development of bespoke sponsorship packages for Norwich Castle.
- Oversight of the Newman Bequest, ensuring sustainable investment and responsible grant-making to Lynn Museum.
- Consultation on the new NMS Five Year Strategy for 2025-30.
- Providing a sounding board for NMS staff in developing new projects, public programmes and commercial activities.
- Advice and input into the planning of major opening events and stakeholder engagement to celebrate the reopening of Norwich Castle Keep.
- Regular attendance at private views and stakeholder events to support NMS staff with partnership brokerage.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Objectives and activities (continued)

Achievements and performance

a. Main achievements of the Foundation

During the period under review the Foundation supported a number of milestones for Norfolk Museums Service including:

- A major phase of the Norwich Castle: Royal Palace Reborn project was completed when the Percival Wing opened in July 2024, providing new retail, café and learning spaces.
- The Foundation continued to actively fundraise for the Royal Palace Reborn project towards full project completion.
- The Foundation received confirmation of a pledge of £250,000 from the Clore Duffield Foundation towards the new education space at Norwich Castle to be named the Clore Learning Centre. 50% of the grant was paid in December 2024 and the remaining funds will be received in December 2025.
- The Trustees approved the transfer of £220,000 to Norfolk Museums Service. These were restricted funds committed to the Royal Palace Reborn project.
- The development of corporate sponsorship and commercial income generation continued.
- Trustees reviewed the Adopt an Object scheme with a view to relaunching the public fundraising campaign focused on other funding needs across NMS's ten museum sites.
- At Lynn Museum the Newman Legacy was used to audit and enhance over 9,000 object records, review museum stores and support cataloguing as part of NMS's commitment to collections care and management. The Legacy was also used to appoint a Newman Curator on a three-month contract and a trainee on a 12-month contract as part of NMS' Teaching Museum programme.

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Foundation 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.

b. Reserves policy

Since the majority of funds held are restricted, the amount of free reserves is very modest. Therefore, there is no policy regarding reserves, but this will be addressed as and when it becomes appropriate.

c. Summary

During the year to 31 March 2025 the Foundation received donations of £125,262, including £125,000 received from the Clore Duffield Foundation. Expenditure totalled £222,648. As at the year end the Foundation has net current assets of £760,203 and net assets of £1,715,796. The balance on the Castle Keep Project held by NMDF as of 31 March 2025 was £154,793. The Foundation's financial position remains strong.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Structure, governance and management

a. Constitution

Norfolk Museums Development Foundation is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association.

b. Methods of appointment or election of Trustees

Appointments are made on the basis of selecting candidates with a range of professional expertise and experience to ensure that the Board has all the requisite skills to achieve the aims and objectives of the charity. One-third of the Board stands down on an annual basis. Trustees are eligible for re-election.

c. Organisational structure and decision-making policies

The Foundation is governed by a Board of Trustees who meet at least quarterly and who make the main strategic decisions. The day to day running of the Foundation is undertaken by Norfolk Museums Service's Head of Development and Development Officer, advised by the Foundation's Company Secretary.

A Finance and Investment Subcommittee meets periodically to review investment performance and ensure appropriate oversight of the investment policy, particularly in relation to the Newman Legacy.

d. Policies adopted for the induction and training of Trustees

To facilitate the undertaking of their role the Trustees site visits to familiarise themselves with the wide range of museum activities that are being delivered across Norfolk. They attend private views and other on sites events at NMS' ten museums. They meet with museum staff and receive regular briefings on future plans.

e. Financial risk management

The Trustees have assessed the major risks to which the Foundation is exposed, in particular those related to the operations and finances of the Foundation, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks. These continue to be monitored on a regular basis.

Members' liability

The Members of the Foundation guarantee to contribute an amount not exceeding £10 to the assets of the Foundation in the event of winding up.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Foundation 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 year. 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 Foundation and of its incoming resources and application of resources, including its 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 Foundation will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Foundation's transactions and disclose with reasonable accuracy at any time the financial position of the Foundation 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 Foundation and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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 charity'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 charity's auditors are aware of that information.

Auditors

The auditors, MA Partners Audit LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

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



Cllr John Ward

Date: 2 December 2025

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NORFOLK MUSEUMS DEVELOPMENT
FOUNDATION**

Opinion

We have audited the financial statements of Norfolk Museums Development Foundation (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the 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 charitable company's affairs as at 31 March 2025 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 Charities Act 2011.

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 charitable company 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 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.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NORFOLK MUSEUMS DEVELOPMENT
FOUNDATION (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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act 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 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.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NORFOLK MUSEUMS DEVELOPMENT
FOUNDATION (CONTINUED)**

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.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charity and considered that the most significant are the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

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.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NORFOLK MUSEUMS DEVELOPMENT
FOUNDATION (CONTINUED)**

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees 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.

MA Partners Audit LLP

MA Partners Audit LLP

Chartered Accountants

7 The Close

Norwich

Norfolk

NR1 4DJ

4 December 2025

MA Partners Audit LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2025**

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	<i>As restated</i> <i>Total</i> <i>funds</i> <i>2024</i> <i>£</i>
Income from:					
Donations and legacies	3	86	162,223	162,309	48,790
Investments	4	4,080	-	4,080	-
Total income		4,166	162,223	166,389	48,790
Expenditure on:					
Raising funds		-	-	-	683
Charitable activities	6	2,648	220,000	222,648	38,276
Total expenditure		2,648	220,000	222,648	38,959
Net income/(expenditure) before net losses on investments					
		1,518	(57,777)	(56,259)	9,831
Net losses on investments	10	-	(24,123)	(24,123)	-
Net income/(expenditure)		1,518	(81,900)	(80,382)	9,831
Transfers between funds	14	4,789	(4,789)	-	-
Net movement in funds		6,307	(86,689)	(80,382)	9,831
Reconciliation of funds:					
Total funds brought forward as previously stated		602,988	1,197,915	1,800,903	1,386,347
Prior year adjustment	13	-	(4,725)	(4,725)	400,000
Total funds brought forward as restated		602,988	1,193,190	1,796,178	1,786,347
Net movement in funds		6,307	(86,689)	(80,382)	9,831
Total funds carried forward	14	609,295	1,106,501	1,715,796	1,796,178

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

The notes on pages 13 to 23 form part of these financial statements.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)
REGISTERED NUMBER: 09027498

BALANCE SHEET
AS AT 31 MARCH 2025

	Note	2025 £	<i>As restated</i> 2024 £
Fixed assets			
Heritage assets	9	600,000	600,000
Investments	10	355,593	-
		<u>955,593</u>	<u>600,000</u>
Current assets			
Debtors	11	4,080	729,507
Cash at bank and in hand		757,623	468,089
		<u>761,703</u>	<u>1,197,596</u>
Current liabilities			
Creditors: amounts falling due within one year	12	(1,500)	(1,418)
		<u>760,203</u>	<u>1,196,178</u>
Net current assets		<u>760,203</u>	<u>1,196,178</u>
Total net assets		<u><u>1,715,796</u></u>	<u><u>1,796,178</u></u>
Charity funds			
Restricted funds	14	1,106,501	1,193,190
Unrestricted funds	14	609,295	602,988
Total funds		<u><u>1,715,796</u></u>	<u><u>1,796,178</u></u>

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)
REGISTERED NUMBER: 09027498

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2025

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 145 of the Charities Act 2011.

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 have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

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



Cllr John Ward

Date: 2 December 2025

The notes on pages 13 to 23 form part of these financial statements.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

1. General information

Norfolk Museums Development Foundation is a private company limited by guarantee incorporated in England and Wales. The registered office is Shire Hall, Market Avenue, Norwich, Norfolk, NR31 3JQ.

2. Accounting policies

2.1 Basis of preparation of financial statements

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

Norfolk Museums Development Foundation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Income

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

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Foundation has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Foundation, can be reliably measured.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

2.3 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 on raising funds includes all expenditure incurred by the Foundation to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Foundation's objectives, as well as any associated support costs.

Grants payable are charged in the year when the offer is made except in those cases where the offer is conditional, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants offered subject to conditions which have not been met at the year end are noted as a commitment, but not accrued as expenditure.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.3 Expenditure (continued)

All expenditure is inclusive of irrecoverable VAT.

2.4 Interest receivable

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

2.5 Heritage assets

Heritage assets are held and maintained principally for their contribution to knowledge and culture and are capitalised at cost or, in the case of donated assets, at expert valuation on receipt. Heritage assets are not depreciated since their long economic life and high residual value mean that any depreciation would not be material.

At each reporting date the Foundation 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.

2.6 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Statement of Financial Activities.

2.7 Debtors

Other debtors are recognised at the settlement amount.

2.8 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.

2.9 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 Foundation 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.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. Accounting policies (continued)

2.10 Financial instruments

The Foundation 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.

2.11 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 Foundation and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Foundation 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.

Investment income, gains and losses are allocated to the appropriate fund.

3. Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	<i>Total funds 2024 £</i>
Donations	86	125,176	125,262	1,562
Legacies	-	37,047	37,047	47,228
	<u>86</u>	<u>162,223</u>	<u>162,309</u>	<u>48,790</u>
<i>Total 2024</i>	<u>-</u>	<u>48,790</u>	<u>48,790</u>	

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

4. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £	<i>As restated Total funds 2024 £</i>
Bank interest	4,080	4,080	-

5. Analysis of grants

	Grants to Institutions 2025 £	Total funds 2025 £	<i>Total funds 2024 £</i>
Grants, Norfolk Museum Service support	220,000	220,000	36,876
<i>Total 2024</i>	36,876	36,876	

6. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	Grant funding of activities 2025 £	Support costs 2025 £	Total funds 2025 £	<i>Total funds 2024 £</i>
Norfolk Museum Service support	1,960	220,000	688	222,648	38,276
<i>Total 2024</i>	1,400	36,876	-	38,276	

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

6. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Total funds 2025 £	<i>Total funds 2024 £</i>
Governance costs	1,960	<i>1,400</i>

Analysis of support costs

	Total funds 2025 £	<i>Total funds 2024 £</i>
Website and annual return	688	<i>-</i>

7. Auditors' remuneration

The auditors' remuneration amounts to an auditor fee of £1,960 (2024 - £1,400).

8. Trustees' remuneration and expenses

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

During the year ended 31 March 2025, no Trustee expenses have been incurred (2024 - £NIL).

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

9. Heritage assets

Assets recognised at cost

	Heritage asset 1 2025 £
Carrying value at 1 April 2024 and 31 March 2025	600,000

10. Fixed asset investments

	Listed investments £
Cost or valuation	
Additions	379,716
Revaluations	(24,123)
At 31 March 2025	<u>355,593</u>

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

11. Debtors

	2025	<i>As restated</i>
	£	2024
		£
Due within one year		
Other debtors	4,080	729,507
	<u>4,080</u>	<u>729,507</u>

12. Creditors: Amounts falling due within one year

	2025	2024
	£	£
Trade creditors	-	18
Accruals and deferred income	1,500	1,400
	<u>1,500</u>	<u>1,418</u>

13. Prior year adjustments

In the prior year, opening funds increased by £400,000 following a review of legacy income transactions.

In the current year, opening funds reduced by £4,725 following the overstatement of income and debtors.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

14. Statement of funds

Statement of funds - current year

	As restated Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2025 £
Unrestricted funds						
General Funds	602,988	4,166	(2,648)	4,789	-	609,295
Restricted funds						
Castle Keep project	249,724	125,069	(220,000)	-	-	154,793
Newstead	1,240	-	-	-	-	1,240
Pietre Dure	300	-	-	-	-	300
Turner	1,000	-	-	-	-	1,000
Kick the Dust	700	-	-	-	-	700
Lynn Museum	940,226	37,154	-	(4,789)	(24,123)	948,468
	<u>1,193,190</u>	<u>162,223</u>	<u>(220,000)</u>	<u>(4,789)</u>	<u>(24,123)</u>	<u>1,106,501</u>
Total of funds	<u><u>1,796,178</u></u>	<u><u>166,389</u></u>	<u><u>(222,648)</u></u>	<u><u>-</u></u>	<u><u>(24,123)</u></u>	<u><u>1,715,796</u></u>

The Castle Keep project fund is for the redevelopment of Norwich Castle Keep.

The Newstead fund relates to donations gathered in the name of John Newstead by his family and identified solely for the cause of the Museum of Norwich.

The Pietre Dure fund is made up of donations solely towards the purchase of the Pietre Dure tabletop, ca 1625.

The Turner fund is made up of donations solely towards support activities and events in connection to the Norfolk Museum Service's purchase of JMW Turner's Walton Bridges.

Kick the Dust Norfolk is a Heritage Lottery-funded project focusing on youth development that started in 2018 and is now a very successful delivery model that has seen excellent levels of participation and engagement. The scheme is comprised of work experience, volunteering, training and workshops, providing young people aged 13-25 with the opportunity to get involved with museums and heritage. In collaboration with YMCA Norfolk, Creative Collisions and Norfolk Libraries, the project is focused on developing confidence and employability and supporting mental health and wellbeing.

The Foundation has received the residuary estates of a brother and sister for the benefit of Lynn Museum.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

14. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2023</i>	<i>As restated Income</i>	<i>Expenditure</i>	<i>Transfers in/out</i>	<i>As restated Balance at 31 March 2024</i>
	£	£	£	£	£
Unrestricted funds					
General Funds	600,346	-	(2,083)	4,725	602,988
Restricted funds					
Castle Keep project	248,162	1,562	-	-	249,724
Newstead	1,240	-	-	-	1,240
Pietre Dure	300	-	-	-	300
Turner	1,000	-	-	-	1,000
Kick the Dust	700	-	-	-	700
Lynn Museum	934,599	47,228	(36,876)	(4,725)	940,226
	<u>1,186,001</u>	<u>48,790</u>	<u>(36,876)</u>	<u>(4,725)</u>	<u>1,193,190</u>
Total of funds	<u><u>1,786,347</u></u>	<u><u>48,790</u></u>	<u><u>(38,959)</u></u>	<u><u>-</u></u>	<u><u>1,796,178</u></u>

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

15. Summary of funds

Summary of funds - current year

	As restated Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2025 £
General funds	602,988	4,166	(2,648)	4,789	-	609,295
Restricted funds	1,193,190	162,223	(220,000)	(4,789)	(24,123)	1,106,501
	<u>1,796,178</u>	<u>166,389</u>	<u>(222,648)</u>	<u>-</u>	<u>(24,123)</u>	<u>1,715,796</u>

Summary of funds - prior year

	<i>Balance at 1 April 2023 £</i>	<i>As restated Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>As restated Balance at 31 March 2024 £</i>
General funds	600,346	-	(2,083)	4,725	602,988
Restricted funds	1,186,001	48,790	(36,876)	(4,725)	1,193,190
	<u>1,786,347</u>	<u>48,790</u>	<u>(38,959)</u>	<u>-</u>	<u>1,796,178</u>

16. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Fixed asset investments	355,593	-	355,593
Heritage assets	600,000	-	600,000
Current assets	(344,798)	1,106,501	761,703
Creditors due within one year	(1,500)	-	(1,500)
Total	<u>609,295</u>	<u>1,106,501</u>	<u>1,715,796</u>

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

16. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2024 £</i>	<i>As restated Restricted funds 2024 £</i>	<i>As restated Total funds 2024 £</i>
Heritage assets	600,000	-	600,000
Current assets	(319)	1,197,915	1,197,596
Creditors due within one year	(1,418)	-	(1,418)
Total As restated	<u>598,263</u>	<u>1,197,915</u>	<u>1,796,178</u>

17. Related party transactions

The Foundation has not entered into any related party transaction during the year, nor are there any outstanding balances owing between related parties and the Foundation at 31 March 2025.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION

England & Wales - Charity number 1158727

Accounts

Registered number: 09027498
Charity number: 1158727

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)
TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

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NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE FOUNDATION, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2024

Trustees Donna Chessum
Margaret Dewsbury
Alexandra Hemen
Brian Horner
Mark Jeffries
David Missen
Sarah Steed
Tim Sweeting
Cllr John Ward, Chair
Caroline Williams
Helen Wilson

Company registered number 09027498

Charity registered number 1158727

Registered office Shire hall
Market Avenue
Norwich
Norfolk
NR1 3QX

Independent auditors MA Partners Audit LLP
Chartered Accountants
7 The Close
Norwich
Norfolk
NR1 4DJ

Bankers Barclays Bank PLC
Leicester
LE87 2BB

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

The Trustees present their annual report together with the audited financial statements of the Foundation for the year 1 April 2023 to 31 March 2024. 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) as amended by Update Bulletins 1 and 2.

Since the Foundation qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

b. Activities undertaken to achieve objectives

The Foundation was established to help Norfolk Museums Service (NMS) and its partners to secure funding to support the care and development of the outstanding collections and historic buildings cared for by the Service and to deliver a wide range of activities for public benefit, including extensive formal and informal learning programmes, skills development and volunteering opportunities, public exhibitions and events. The Trustees work closely with museum staff and provide support, guidance and partnership links to achieve the fundraising targets.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Objectives and activities (continued)

c. Main activities undertaken to further the Foundation's purposes for the public benefit

During the period under review Norfolk Museums Service was recovering from the impact of the Covid-19 pandemic. In common with museums across the UK, visitor numbers were slowly building back up and project delivery was underway again. The Royal Palace Reborn project to redevelop Norwich Castle Keep continued to be the most significant project for the museum service with the construction work advancing throughout 2023-24. The Foundation provided support to the work of Norfolk Museums Service in a number of ways, by providing staff with:

- Advice and support to NMS staff in facilitating contacts with local businesses, networks and grant-making bodies in Norfolk.
- Providing project management oversight for the Norwich Castle: Royal Palace Reborn project.
- Consultation on the development of the new 5 Year Strategy for NMS and support identifying key priorities.
- Guidance on marketing and communications, including the development of PR briefs.
- Consultation on the development of the Environment Hub at Gressenhall Farm and Workhouse.
- Consultation on the planned redevelopment of Time and Tide Museum in Great Yarmouth.
- Support for the delivery of the Kick the Dust youth engagement programme funded by the National Lottery Heritage Fund and the development of a successor project.
- Providing a sounding board for NMS staff in developing and planning new programmes of public events and exhibitions.
- Attendance at private views and stakeholder events
- Advice on the planning of major opening events to celebrate the completion of the Norwich Castle: Royal Palace Reborn Project.

Achievements and performance

a. Main achievements of the Foundation

The income of the Foundation was low this year whilst NMS recovered from the pandemic and was focused on securing its ongoing regular funding from Arts Council England. The Trustees have focused on developing funding strategies to secure future income, with a particular focus on developing a strategy to secure a consistent, unrestricted income for the Foundation.

During 2023 Lynn Museum was the recipient of a generous legacy valued at £934,598 from a brother and sister who lived locally in King's Lynn. They left their residuary estates to the museum designated for the museum's 'general purposes absolutely'. The legacy comprised an investment portfolio worth £295,000, managed by Brewin Dolphin, and cash totalling £639,598. The solicitors representing the estate requested that the legacy be transferred to the Foundation to be managed for charitable purposes. Part of this fund will go towards the costs of a newly appointed Newman Curator, a role with a minimum term of three years. The Newman Curator will focus on fulfilling the aspirations of the bequest, including enhancing collections awareness and access. In addition, the museum recruited a Collections Assistant and a Trainee to support documentation, photography, and management, aiming to improve access and engagement with the collections. Future ambitions for meeting the aims of the bequest will involve expanding access, both on-site and digitally, as well as developing new permanent displays. The remaining funds in the legacy will be invested by the Foundation. To manage the legacy an investment policy was established and approved by the Board. An investment committee was also established to ensure appropriate oversight of the investment policy.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Foundation 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.

b. Reserves policy

Since the majority of funds held are restricted, the amount of free reserves is very modest. Therefore, there is no policy regarding reserves, but this will be addressed as and when it becomes appropriate. Free reserves at the year end were £2,988 (2023 - £346).

c. Summary

During the year to 31 March 2024 the Foundation received donations of £1,562, management charges of £4,725 and was the beneficiary of £47,228 from legacies. Expenditure totalled £38,959. As at the year end the Foundation has net current assets of £1,200,903 and net assets of £1,800,903 of which £602,988 were represented by unrestricted funds and £1,197,915 by restricted funds. The balance on the Castle Keep Project held by the Foundation as of 31 March 2024 was £249,724.

Structure, governance and management

a. Constitution

Norfolk Museums Development Foundation is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association.

b. Methods of appointment or election of Trustees

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

c. Organisational structure and decision-making policies

The Foundation is governed by a Board of Trustees who meet at least quarterly and who make the main strategic decisions. The day to day running of the Foundation is undertaken by Norfolk Museums Service's Head of Development advised by the Foundation's Company Secretary.

d. Policies adopted for the induction and training of Trustees

To facilitate the undertaking of their role the Trustees have made several site visits to familiarise themselves with the wide range of museum activities that are being delivered across Norfolk. They meet with museum staff and receive regular briefings on future plans.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Structure, governance and management (continued)

e. Financial risk management

The Trustees have assessed the major risks to which the Foundation is exposed, in particular those related to the operations and finances of the Foundation, and are satisfied that systems and procedures are in place to mitigate exposure to the major risks. These continue to be monitored on a regular basis.

Members' liability

The Members of the Foundation guarantee to contribute an amount not exceeding £10 to the assets of the Foundation in the event of winding up.

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Foundation 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 year. 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 Foundation and of its incoming resources and application of resources, including its 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 Foundation will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Foundation's transactions and disclose with reasonable accuracy at any time the financial position of the Foundation 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 Foundation and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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 charity'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 charity's auditors are aware of that information.

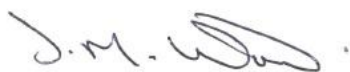
NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Auditors

The auditors, MA Partners Audit LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

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



Cllr John Ward

Date: 20 December 2024

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NORFOLK MUSEUMS DEVELOPMENT
FOUNDATION**

Opinion

We have audited the financial statements of Norfolk Museums Development Foundation (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the 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 charitable company's affairs as at 31 March 2024 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 Charities Act 2011.

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 charitable company 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

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.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NORFOLK MUSEUMS DEVELOPMENT
FOUNDATION (CONTINUED)**

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' Report thereon. Our opinion on the financial statements does not cover the other information and 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

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

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

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NORFOLK MUSEUMS DEVELOPMENT
FOUNDATION (CONTINUED)**

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act 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 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.

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.

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees 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.



MA Partners Audit LLP

Chartered Accountants

7 The Close

Norwich

Norfolk

NR1 4DJ

20 December 2024

MA Partners Audit LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2024**

	Note	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £	<i>As restated</i> <i>Total</i> <i>funds</i> <i>2023</i> <i>£</i>
Income from:					
Donations and legacies	3	48,790	-	48,790	936,870
Charitable activities	4	-	4,725	4,725	-
Total income		48,790	4,725	53,515	936,870
Expenditure on:					
Raising funds		-	683	683	384
Charitable activities	6	36,876	1,400	38,276	201,320
Total expenditure		36,876	2,083	38,959	201,704
Net movement in funds		11,914	2,642	14,556	735,166
Reconciliation of funds:					
Total funds brought forward as previously stated		786,001	600,346	1,386,347	1,051,181
Prior year adjustment	12	400,000	-	400,000	-
Total funds brought forward as restated		1,186,001	600,346	1,786,347	1,051,181
Net movement in funds		11,914	2,642	14,556	735,166
Total funds carried forward		1,197,915	602,988	1,800,903	1,786,347

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

The notes on pages 13 to 21 form part of these financial statements.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)
REGISTERED NUMBER: 09027498

BALANCE SHEET
AS AT 31 MARCH 2024

		2024 £		<i>As restated</i> 2023 £
Fixed assets				
Heritage assets	9	600,000		<i>600,000</i>
		<hr/>		<hr/>
		600,000		<i>600,000</i>
Current assets				
Debtors	10	734,232	934,599	
Cash at bank and in hand		468,089	253,086	
		<hr/>	<hr/>	
		1,202,321	<i>1,187,685</i>	
Creditors: amounts falling due within one year	11	(1,418)	(1,338)	
		<hr/>	<hr/>	
Net current assets		1,200,903		<i>1,186,347</i>
Total net assets		<hr/> 1,800,903 <hr/>		<hr/> <i>1,786,347</i> <hr/>
Charity funds				
Restricted funds	13	1,197,915		<i>1,186,001</i>
Unrestricted funds	13	602,988		<i>600,346</i>
		<hr/>		<hr/>
Total funds		<hr/> 1,800,903 <hr/>		<hr/> <i>1,786,347</i> <hr/>

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)
REGISTERED NUMBER: 09027498

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2024

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 144 of the Charities Act 2011.

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 have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

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



Cllr John Ward

Date: 20 December 2024

The notes on pages 13 to 21 form part of these financial statements.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

1. General information

Norfolk Museums Development Foundation is a private company limited by guarantee incorporated in England and Wales. The registered office is Shire Hall, Market Avenue, Norwich, Norfolk, NR31 3JQ.

2. Accounting policies

2.1 Basis of preparation of financial statements

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

The Foundation has elected to apply all amendments to FRS 102, as set out in the Financial Reporting Council's triennial review published in December 2017, and included in Update Bulletin 2 to the Charities SORP (FRS 102), prior to mandatory adoption for accounting periods beginning on or after 1 January 2019.

Norfolk Museums Development Foundation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Income

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

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Foundation has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Foundation, can be reliably measured.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

2.3 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 on raising funds includes all expenditure incurred by the Foundation to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Foundation's objectives, as well as any associated support costs.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

2. Accounting policies (continued)

2.3 Expenditure (continued)

Grants payable are charged in the year when the offer is made except in those cases where the offer is conditional, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants offered subject to conditions which have not been met at the year end are noted as a commitment, but not accrued as expenditure.

All expenditure is inclusive of irrecoverable VAT.

2.4 Heritage assets

Heritage assets are held and maintained principally for their contribution to knowledge and culture and are capitalised at cost or, in the case of donated assets, at expert valuation on receipt. Heritage assets are not depreciated since their long economic life and high residual value mean that any depreciation would not be material.

At each reporting date the Foundation 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.

2.5 Debtors

Other debtors are recognised at the settlement amount.

2.6 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.

2.7 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 Foundation 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.

2.8 Financial instruments

The Foundation 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.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

2. Accounting policies (continued)

2.9 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 Foundation and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Foundation 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.

3. Income from donations and legacies

	Restricted funds 2024 £	Total funds 2024 £	<i>As restated Total funds 2023 £</i>
Donations	1,562	1,562	2,271
Legacies	47,228	47,228	934,599
	<u>48,790</u>	<u>48,790</u>	<u>936,870</u>

4. Income from charitable activities

	Unrestricted funds 2024 £	Total funds 2024 £
Management charges	4,725	4,725
	<u>4,725</u>	<u>4,725</u>

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

5. Analysis of grants

	Grants to Institutions 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Grants, Norfolk Museum Service support	36,876	36,876	200,000
<i>Total 2023</i>	<u>200,000</u>	<u>200,000</u>	

6. Analysis of expenditure by activities

	Activities undertaken directly 2024 £	Grant funding of activities 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Norfolk Museum Service support	1,400	36,876	38,276	201,320
<i>Total 2023</i>	<u>1,320</u>	<u>200,000</u>	<u>201,320</u>	

Analysis of direct costs

	Norfolk Museum Service support 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Governance costs	1,400	1,400	1,320
<i>Total 2023</i>	<u>1,320</u>	<u>1,320</u>	

7. Auditors' remuneration

The auditors' remuneration amounts to an auditor fee of £1,400 (2023 - £1,320).

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

8. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2023 - £NIL).

During the year ended 31 March 2024, no Trustee expenses have been incurred (2023 - £NIL).

9. Heritage assets

Assets recognised at cost

	Heritage asset 1 2024 £	Total 2024 £
Carrying value at 1 April 2023 and 31 March 2024	600,000	600,000
	600,000	600,000
	600,000	600,000

10. Debtors

	2024 £	<i>As restated</i> 2023 £
Due within one year		
Other debtors	734,232	934,599
	734,232	934,599
	734,232	934,599

11. Creditors: Amounts falling due within one year

	2024 £	2023 £
Trade creditors	18	18
Accruals and deferred income	1,400	1,320
	1,418	1,338
	1,418	1,338

12. Prior year adjustments

Opening funds have been increased by £400,000 following a review of legacy income transactions. The comparative period income is increased by the same amount.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

13. Statement of funds

Statement of funds - current year

	As restated Balance at 1 April 2023 £	Income £	Expenditure £	Balance at 31 March 2024 £
Unrestricted funds				
General Funds - all funds	600,346	4,725	(2,083)	602,988
Restricted funds				
Castle Keep project	248,162	1,562	-	249,724
Newstead	1,240	-	-	1,240
Pietre Dure	300	-	-	300
Turner	1,000	-	-	1,000
Kick the Dust	700	-	-	700
Lynn Museum	934,599	47,228	(36,876)	944,951
	1,186,001	48,790	(36,876)	1,197,915
Total of funds	1,786,347	53,515	(38,959)	1,800,903

The Castle Keep project fund is for the redevelopment of Norwich Castle Keep.

The Newstead fund relates to donations gathered in the name of John Newstead by his family and identified solely for the cause of the Museum of Norwich.

The Pietre Dure fund is made up of donations solely towards the purchase of the Pietre Dure tabletop, ca 1625.

The Turner fund is made up of donations solely towards support activities and events in connection to the Norfolk Museum Service's purchase of JMW Turner's Walton Bridges.

Kick the Dust Norfolk is a Heritage Lottery-funded project focusing on youth development that started in 2018 and is now a very successful delivery model that has seen excellent levels of participation and engagement. The scheme is comprised of work experience, volunteering, training and workshops, providing young people aged 13-25 with the opportunity to get involved with museums and heritage. In collaboration with YMCA Norfolk, Creative Collisions and Norfolk Libraries, the project is focused on developing confidence and employability and supporting mental health and wellbeing.

The Foundation is to receive the residuary estates of a brother and sister for the benefit of Lynn Museum.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

13. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2022</i>	<i>As restated Income</i>	<i>Expenditure</i>	<i>As restated Balance at 31 March 2023</i>
	£	£	£	£
Unrestricted funds				
General Funds - all funds	602,050	-	(1,704)	600,346
	<hr/>	<hr/>	<hr/>	<hr/>
Restricted funds				
Castle Keep project	446,591	1,571	(200,000)	248,162
Newstead	1,240	-	-	1,240
Pietre Dure	300	-	-	300
Turner	1,000	-	-	1,000
Kick the Dust	-	700	-	700
Lynn Museum	-	934,599	-	934,599
	<hr/>	<hr/>	<hr/>	<hr/>
	449,131	936,870	(200,000)	1,186,001
	<hr/>	<hr/>	<hr/>	<hr/>
Total of funds	<u>1,051,181</u>	<u>936,870</u>	<u>(201,704)</u>	<u>1,786,347</u>

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

14. Summary of funds

Summary of funds - current year

	As restated Balance at 1 April 2023 £	Income £	Expenditure £	Balance at 31 March 2024 £
General funds	600,346	4,725	(2,083)	602,988
Restricted funds	1,186,001	48,790	(36,876)	1,197,915
	<u>1,786,347</u>	<u>53,515</u>	<u>(38,959)</u>	<u>1,800,903</u>

Summary of funds - prior year

	<i>Balance at 1 April 2022 £</i>	<i>As restated Income £</i>	<i>Expenditure £</i>	<i>As restated Balance at 31 March 2023 £</i>
General funds	602,050	-	(1,704)	600,346
Restricted funds	449,131	936,870	(200,000)	1,186,001
	<u>1,051,181</u>	<u>936,870</u>	<u>(201,704)</u>	<u>1,786,347</u>

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

15. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £
Heritage assets	-	600,000	600,000
Current assets	1,197,915	4,406	1,202,321
Creditors due within one year	-	(1,418)	(1,418)
Total	1,197,915	602,988	1,800,903

Analysis of net assets between funds - prior period

	<i>As restated Restricted funds 2023 £</i>	<i>Unrestricted funds 2023 £</i>	<i>As restated Total funds 2023 £</i>
Heritage assets	-	600,000	600,000
Current assets	1,186,001	1,684	1,187,685
Creditors due within one year	-	(1,338)	(1,338)
Total As restated	1,186,001	600,346	1,786,347

16. Related party transactions

The Foundation has not entered into any related party transaction during the year, nor are there any outstanding balances owing between related parties and the Foundation at 31 March 2024.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION

England & Wales - Charity number 1158727

Accounts

Registered number: 09027498
Charity number: 1158727



NORFOLK MUSEUMS DEVELOPMENT FOUNDATION

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A company limited by guarantee)

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NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE FOUNDATION, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2023

Trustees	Donna Chessum Margaret Dewsbury Alexandra Hemen (appointed 22 April 2023) Brian Horner Mark Jeffries David Missen Sarah Steed Tim Sweeting Cllr John Ward, Chair Caroline Williams Helen Wilson
Company registered number	09027498
Charity registered number	1158727
Registered office	Shire Hall Market Avenue Norwich Norfolk NR1 3QX
Independent auditors	MA Partners Audit LLP Statutory Auditors Chartered Accountants 7 The Close Norwich Norfolk NR1 4DJ
Bankers	Barclays Bank PLC Leicester LE87 2BB

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

The Trustees present their annual report together with the audited financial statements of the Foundation for the year 1 April 2022 to 31 March 2023. 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).

Since the Foundation qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

b. Activities undertaken to achieve objectives

The Foundation has been established to help Norfolk Museums Service and its partners to secure funding to support the care and development of the outstanding collections and historic buildings cared for by the Service and to deliver a wide range of activities for public benefit, including extensive formal and informal learning programmes, skills development and volunteering opportunities, public exhibitions and events. The Trustees work closely with museum staff and provide support, guidance and partnership links to achieve the fundraising targets.

c. Main activities undertaken to further the Foundation's purposes for the public benefit

During the period under review Norfolk Museums Service was recovering from the impact of the Covid-19 pandemic. In common with museums across the UK, visitor numbers were slowly building back up and project delivery was underway again. The redevelopment of Norwich Castle Keep was the most significant project for the museum service and the construction work progressed well during this period. The Foundation provided support to the work of Norfolk Museums Service in a number of ways, by providing staff with:

- Advice and support to NMS staff in facilitating contacts with local businesses, networks and grant-making bodies in Norfolk.
- Advice and support towards NMS' bid to retain its status as an Arts Council funded National Portfolio Organisation.
- Providing project management oversight for the Norwich Castle: Royal Palace Reborn project
- Consultation on developing new branding for Norwich Castle.
- Guidance on marketing and communications, and the development of briefs for PR consultants.
- Consultation on the planned redevelopment of Time and Tide Museum in Great Yarmouth.
- Support for the delivery of the Kick the Dust youth engagement programme funded by the National Lottery Heritage Fund and the development of a successor project.
- Providing a sounding board for NMS staff in developing and planning new programmes of public events and exhibitions.
- Support for the NMS led regional Museum Development programme SHARE Museums East.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Achievements and performance

a. Main achievements of the Foundation

The income of the Foundation was low this year whilst NMS recovered from the pandemic and was focused on securing its ongoing regular funding from Arts Council England. The Trustees have focused on developing funding strategies to secure future income, with a particular focus on developing a strategy to secure a consistent, unrestricted income for the Foundation.

Income increased significantly in the year due to generous legacies from a brother and sister who left their residuary estates to Lynn Museum. For charitable purposes the executors resolved to vary the distribution of their estates to the Norfolk Museums Development Foundation for the sole benefit of Lynn Museum. In preparation for receiving the legacies the Trustees established an Investment Policy Statement and Investment Committee to provide oversight for the investment portfolio. The first instalment of funds was transferred to the Foundation in June 2023. The Trustees wish to express their deep gratitude for the generous support of Lynn Museum.

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Foundation 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.

b. Reserves policy

Since the majority of funds held are restricted, the amount of free reserves is very modest, therefore there is no policy regarding reserves, but this will be addressed when it becomes appropriate. Free reserves at the year end were £346 (2022 - £2,050).

c. Summary

During the year to 31 March 2023 the Foundation received donations of £2,271 and was the beneficiary of £534,599 from legacies totalling £934,599. Expenditure totalled £201,704. As at the year end the Foundation had net current assets of £786,347 and net assets of £1,386,347 of which £600,346 were represented by unrestricted funds and £786,001 by restricted funds.

Structure, governance and management

a. Constitution

Norfolk Museums Development Foundation is registered as a charitable company limited by guarantee and was set up by a Memorandum of Association.

b. Methods of appointment or election of Trustees

Appointments were made on the basis of selecting candidates with a range of professional expertise and experience to ensure that the Board has all the requisite skills to achieve the aims and objectives of the charity. One-third of the Board stands down on an annual basis. Trustees are eligible for re-election.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Structure, governance and management (continued)

c. Organisational structure and decision-making policies

The Foundation is governed by a Board of Trustees who meet at least quarterly and who make the main strategic decisions. The day to day running of the Foundation is undertaken by Norfolk Museums Service's Head of Development advised by the Foundation's Company Secretary.

d. Policies adopted for the induction and training of Trustees

To facilitate the undertaking of their role the Trustees have made several site visits to familiarise themselves with the wide range of museum activities that are being delivered across Norfolk. They meet with museum staff and receive regular briefings on future plans.

e. Financial risk management

The Trustees have assessed the major risks to which the Foundation is exposed, in particular those related to the operations and finances of the Foundation and are satisfied that systems and procedures are in place to mitigate exposure to the major risks. These continue to be monitored on a regular basis.

Members' liability

The Members of the Foundation guarantee to contribute an amount not exceeding £10 to the assets of the Foundation in the event of winding up.

Statement of Trustees' responsibilities

The Trustees (who are also the directors of the Foundation 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 year. 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 Foundation and of its incoming resources and application of resources, including its 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 judgements 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 Foundation will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Foundation's transactions and disclose with reasonable accuracy at any time the financial position of the Foundation 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 Foundation and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A company limited by guarantee)

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

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 charity'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 charity's auditors are aware of that information.

Auditors

The auditors, MA Partners Audit LLP, have indicated their willingness to continue in office. A motion reappointing the auditors will be proposed at a meeting of the Trustees.

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



Cllr John Ward

Date: 12 December 2023

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NORFOLK MUSEUMS DEVELOPMENT
FOUNDATION**

Opinion

We have audited the financial statements of Norfolk Museums Development Foundation (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of financial activities, the Balance sheet, the 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 charitable company's affairs as at 31 March 2023 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 Charities Act 2011.

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 charitable company 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 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.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NORFOLK MUSEUMS DEVELOPMENT
FOUNDATION (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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

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

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

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NORFOLK MUSEUMS DEVELOPMENT
FOUNDATION (CONTINUED)**

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 145 of the Charities Act 2011 and report in accordance with the Act 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 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.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with those charged with governance.
- We inquired of those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

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.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A company limited by guarantee)

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF NORFOLK MUSEUMS DEVELOPMENT
FOUNDATION (CONTINUED)**

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.

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's trustees 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.

MA Partners Audit LLP

MA Partners Audit LLP

Statutory Auditors
Chartered Accountants
7 The Close
Norwich
Norfolk
NR1 4DJ

Date: 21 December 2023

MA Partners Audit LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2023

	Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and legacies	3	-	536,870	536,870	1,416
Total income		-	536,870	536,870	1,416
Expenditure on:					
Raising funds		384	-	384	1,026
Charitable activities	5	1,320	200,000	201,320	502,450
Total expenditure		1,704	200,000	201,704	503,476
Net movement in funds		(1,704)	336,870	335,166	(502,060)
Reconciliation of funds:					
Total funds brought forward		602,050	449,131	1,051,181	1,553,241
Net movement in funds		(1,704)	336,870	335,166	(502,060)
Total funds carried forward		600,346	786,001	1,386,347	1,051,181

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

The notes on pages 13 to 22 form part of these financial statements.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A company limited by guarantee)
REGISTERED NUMBER: 09027498

BALANCE SHEET
AS AT 31 MARCH 2023

	Note	2023 £	2022 £
Fixed assets			
Heritage assets	8	600,000	<i>600,000</i>
		<u>600,000</u>	<u>600,000</u>
Current assets			
Debtors	9	534,599	-
Cash at bank and in hand		253,086	<i>454,217</i>
		<u>787,685</u>	<u>454,217</u>
Creditors: amounts falling due within one year	10	(1,338)	<i>(3,036)</i>
Net current assets		786,347	<i>451,181</i>
Total assets less current liabilities		1,386,347	<i>1,051,181</i>
Total net assets		1,386,347	<i>1,051,181</i>
Charity funds			
Restricted funds	11	786,001	<i>449,131</i>
Unrestricted funds	11	600,346	<i>602,050</i>
Total funds		1,386,347	<i>1,051,181</i>

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 145 of the Charities Act 2011.

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 have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A company limited by guarantee)
REGISTERED NUMBER: 09027498

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2023

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



Cllr John Ward

Date: 12 December 2023

The notes on pages 13 to 22 form part of these financial statements.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

1. General information

Norfolk Museums Development Foundation is a private company limited by guarantee incorporated in England and Wales. The registered office is Shire Hall, Market Avenue, Norwich, Norfolk, NR31 3JQ.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Norfolk Museums Development Foundation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Income

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

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the Foundation has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the Foundation, can be reliably measured.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

2.3 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 on raising funds includes all expenditure incurred by the Foundation to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Foundation's objectives, as well as any associated support costs.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

2.3 Expenditure (continued)

Grants payable are charged in the year when the offer is made except in those cases where the offer is conditional, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants offered subject to conditions which have not been met at the year end are noted as a commitment, but not accrued as expenditure.

All expenditure is inclusive of irrecoverable VAT.

2.4 Heritage assets

Heritage assets are held and maintained principally for their contribution to knowledge and culture and are capitalised at cost or, in the case of donated assets, at expert valuation on receipt. Heritage assets are not depreciated since their long economic life and high residual value mean that any depreciation would not be material.

At each reporting date the Foundation 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.

2.5 Debtors

Other debtors are recognised at the settlement amount.

2.6 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.

2.7 Liabilities

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 Foundation 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.

2.8 Financial instruments

The Foundation 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.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

2.9 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 Foundation and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Foundation 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.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

3. Income from donations and legacies

	Restricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Donations	2,271	2,271	1,416
Legacies	534,599	534,599	-
Total 2023	<u>536,870</u>	<u>536,870</u>	<u>1,416</u>
<i>Total 2022</i>	<u>1,416</u>	<u>1,416</u>	

4. Analysis of grants

	Grants to Institutions 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Grants, Norfolk Museum Service support	200,000	200,000	501,250
<i>Total 2022</i>	<u>501,250</u>	<u>501,250</u>	

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

5. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Grant funding of activities 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Norfolk Museum Service support	1,320	200,000	201,320	502,450
<i>Total 2022</i>	<i>1,200</i>	<i>501,250</i>	<i>502,450</i>	

Analysis of direct costs

	Total funds 2023 £	<i>Total funds 2022 £</i>
Governance costs	1,320	<i>1,200</i>

Analysis of support costs

Total funds 2023 £	<i>Total funds 2022 £</i>

6. Auditors' remuneration

The auditors' remuneration amounts to an auditor fee of £1,200 (2022 - £1,608).

7. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 March 2023, no Trustee expenses have been incurred (2022 - £NIL).

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

8. Heritage assets

Assets recognised at cost

	Total 2023 £
Carrying value at 1 April 2020 and 31 March 2021	600,000
	600,000

9. Debtors

	2023 £	2022 £
Due within one year		
Other debtors	534,599	-
	534,599	-

10. Creditors: Amounts falling due within one year

	2023 £	2022 £
Trade creditors	18	1,818
Accruals and deferred income	1,320	1,218
	1,338	3,036

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

11. Statement of funds

Statement of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Balance at 31 March 2023 £
Unrestricted funds				
General Funds - all funds	602,050	-	(1,704)	600,346
Restricted funds				
Castle Keep project	446,591	1,571	(200,000)	248,162
Newstead	1,240	-	-	1,240
Pietre Dure	300	-	-	300
Turner	1,000	-	-	1,000
Kick the Dust	-	700	-	700
Lynn Museum	-	534,599	-	534,599
	<u>449,131</u>	<u>536,870</u>	<u>(200,000)</u>	<u>786,001</u>
Total of funds	<u><u>1,051,181</u></u>	<u><u>536,870</u></u>	<u><u>(201,704)</u></u>	<u><u>1,386,347</u></u>

The Castle Keep project fund is for the redevelopment of Norwich Castle Keep.

The Newstead fund relates to donations gathered in the name of John Newstead by his family and identified solely for the cause of the Museum of Norwich.

The Pietre Dure fund is made up of donations solely towards the purchase of the Pietre Dure tabletop, ca 1625.

The Turner fund is made up of donations solely towards support activities and events in connection to the Norfolk Museum Service's purchase of JMW Turner's Walton Bridges.

Kick the Dust Norfolk is a Heritage Lottery-funded project focusing on youth development that started in 2018 and is now a very successful delivery model that has seen excellent levels of participation and engagement. The scheme is comprised of work experience, volunteering, training and workshops, providing young people aged 13-25 with the opportunity to get involved with museums and heritage. In collaboration with YMCA Norfolk, Creative Collisions and Norfolk Libraries, the project is focused on developing confidence and employability and supporting mental health and wellbeing.

The Foundation is to receive the residuary estates of a brother and sister for the benefit of Lynn Museum.

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

11. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2021 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 March 2022 £</i>
Unrestricted funds				
General Funds - all funds	604,276	-	(2,226)	602,050
	<hr/>	<hr/>	<hr/>	<hr/>
Restricted funds				
Castle Keep project	945,175	1,416	(500,000)	446,591
Newstead	1,240	-	-	1,240
Pietre Dure	1,550	-	(1,250)	300
Turner	1,000	-	-	1,000
	<hr/>	<hr/>	<hr/>	<hr/>
	948,965	1,416	(501,250)	449,131
	<hr/>	<hr/>	<hr/>	<hr/>
Total of funds	<u>1,553,241</u>	<u>1,416</u>	<u>(503,476)</u>	<u>1,051,181</u>

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

12. Summary of funds

Summary of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Balance at 31 March 2023 £
General funds	602,050	-	(1,704)	600,346
Restricted funds	449,131	536,870	(200,000)	786,001
	<u>1,051,181</u>	<u>536,870</u>	<u>(201,704)</u>	<u>1,386,347</u>

Summary of funds - prior year

	<i>Balance at 1 April 2021 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 March 2022 £</i>
General funds	604,276	-	(2,226)	602,050
Restricted funds	948,965	1,416	(501,250)	449,131
	<u>1,553,241</u>	<u>1,416</u>	<u>(503,476)</u>	<u>1,051,181</u>

NORFOLK MUSEUMS DEVELOPMENT FOUNDATION
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

13. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Heritage assets	600,000	-	600,000
Current assets	1,684	786,001	787,685
Creditors due within one year	(1,338)	-	(1,338)
Total	600,346	786,001	1,386,347

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2022 £</i>	<i>Restricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Heritage assets	<i>600,000</i>	<i>-</i>	<i>600,000</i>
Current assets	<i>5,086</i>	<i>449,131</i>	<i>454,217</i>
Creditors due within one year	<i>(3,036)</i>	<i>-</i>	<i>(3,036)</i>
Total	602,050	449,131	1,051,181

14. Related party transactions

The Foundation has not entered into any related party transaction during the year, nor are there any outstanding balances owing between related parties and the Foundation at 31 March 2023.